Bureau of Land Management Internal Customer Survey
• Respondent Statistical Profile
• Employee Ratings
• Directions for Implementation

Project Coordinators:

Kerwyn Keith
Agnes Sutphin

Customer Service Lead Group:

Sandy Thomas AK	Teri Bakken MT
Rem Hawes AZ	Atanda Clinger NV
Rob Nauert CA	Lee Keesling NM
Bonnie Stewart CO	Tom Murray OR
Terry Lewis ES	Lynne Price SC
Kim Buxton ID	Terry Graham UT
Dick Harlow NTC	Tom Enright WY
Deb Rawhouser WO	Marcia Scifres NFC
Gerri Jenkins ESO	Jean Austin WO
Jim Colby WO	Bill Delaney USFS
Debbie Esposito WO	Allen Gibbs USFS

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Table of Contents

Internal Net Impression®: Capability and Motivation Drive Performance

The Internal Net Impression® model is used to understand, from the employees' perspective, what aspects of their work experience enhance or inhibit their capability and motivation to serve customers. Capability research is used to understand what drives employee capability and motivation in the eyes of the employees. A questionnaire employee survey is analyzed using Net Impression® software to prioritize ways of improving employee capability and motivation.

Overview

The Project Has Several Objectives:

- Identify those aspects of employees' jobs and work environment that affect workforce capability and motivation to serve customers.

- Prioritize ways to increase workforce capability to serve customers.

- Prioritize ways to increase workforce motivation to serve customers.

- Work with BLM management and staff to initiate action steps on high leverage initiatives.

Internal Net Impression® : Capability and Motivation Drive Performance

The internal Net Impression® model is used to understand, from the employees' perspective, what aspects of their work experience enhance or inhibit their *capability* and *motivation* to serve customers. Qualitativ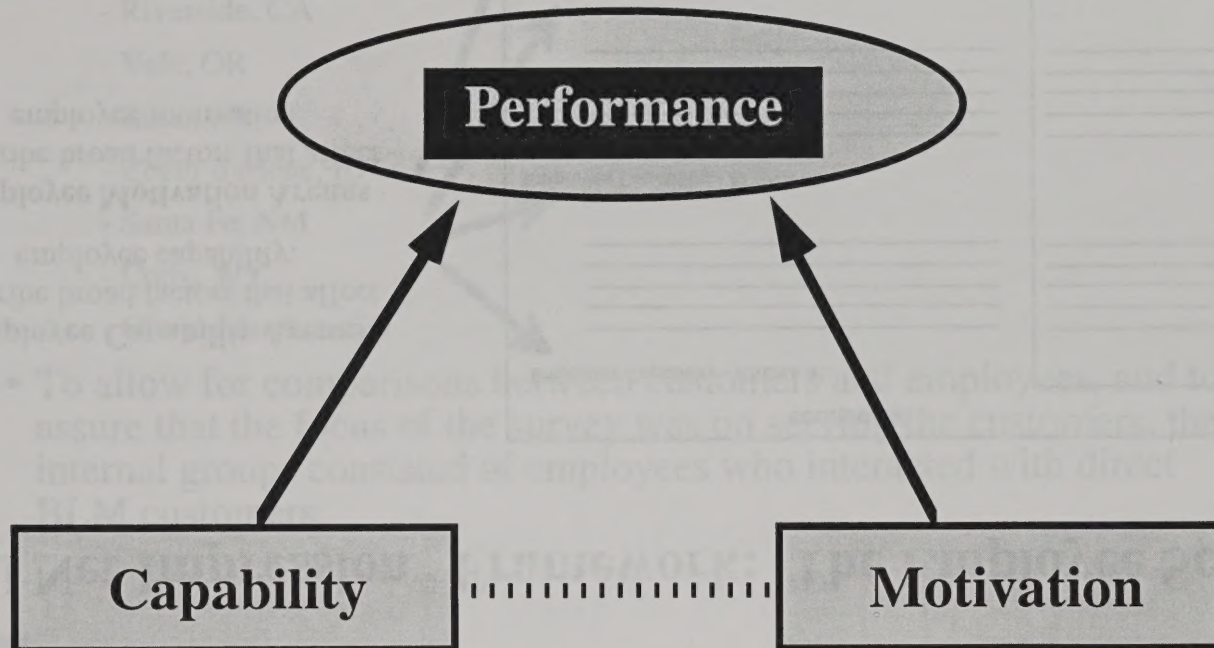e research is used to determine what items comprise capability and motivation in the eyes of the employee. A quantitative employee survey is analyzed using Net Impression® software to prioritize ways of improving employee capability and motivation.

Internal Net Impression® Framework: The Employee Scorecard

Employee Capability Arenas describe broad factors that affect employee capability.

Employee Motivation Arenas describe broad factors that affect employee motivation.

Capability and Motivation Arena Criteria define performance within an arena.

SCORECARD   1

Employee Capability - ARENA #1

Employee Capability - ARENA #2

Employee Motivation - ARENA #1

Employee Motivation - ARENA #2

Focus Groups Were Conducted to Develop the Employee Net Impression® Frameworks

- Seven internal focus groups were held in BLM field offices as shown below:
  - Riverside, CA
  - Vale, OR
  - Reno, NV
  - Coeur d'Alene, ID
  - Santa Fe, NM
  - Cody, WY
  - Grand Junction, CO

- To allow for comparisons between customers and employees, and to assure that the focus of the survey was on serving the customers, the internal groups consisted of employees who interacted with direct BLM customers.

Field Staff Are the Critical Link in the Bureau of Land Management's Service Delivery System

- As the contact point for most BLM direct customers, field staff play a major role in the service that most customers receive.
- Managers and administrative staff support the customer contact employees in their efforts to deliver good service.
- Top management provides the direction, policies, and resources that encourage and enable staff at all levels to provide good service.

Customers

Those Who Serve Customers

First Line/Mid-Level Management

Administrative Support
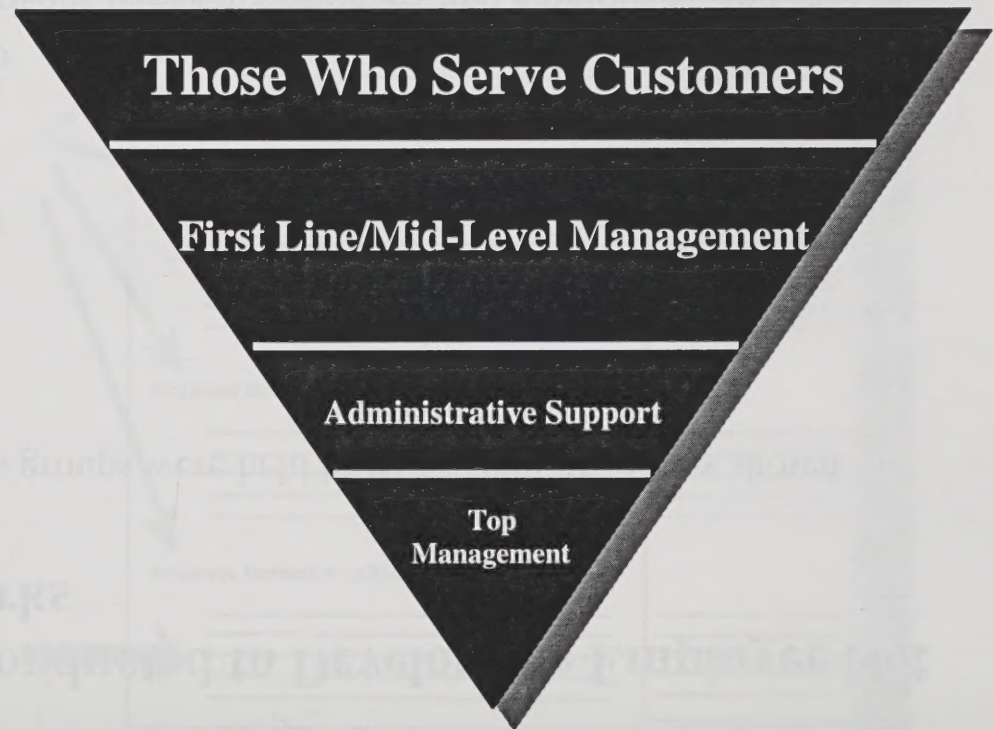
Top Management

Employees Identified Four Arenas That Impact Their *Capability* to Serve Customers

| Support Systems and Services | Skills and Knowledge to Do My Job | BLM's Management of the Regulatory Process | Management Policies and Practices |

Net Impression® Framework — Employee Capability

Support Systems and Services

- Providing sufficient computer systems for staff
- Providing a suitable phone and message system
- Providing a workable fax system
- Providing a sufficient photocopying system
- Investing in needed information and communication technology
- Producing enough printed information to address the public's questions
- Producing up-to-date printed information
- Providing sufficient access to specialists when I have questions
- Channeling available resources to help me perform my job
- Providing enough brochures and pamphlets to meet the demand
- Having sufficient computer systems for the public
- Providing sufficient guidance for the public on how to use BLM's services
- Implementing consistent IRM support and practices

Skills and Knowledge to Do My Job

- Giving me sufficient technical knowledge of programs in my area
- Giving me sufficient knowledge of related (non-BLM) federal programs
- Giving me sufficient technical knowledge of programs not in my area
- Giving me sufficient general knowledge of BLM programs and organization
- Giving me sufficient knowledge of BLM policies and regulations
- Giving me sufficient knowledge of BLM land for which I'm responsible
- Giving me sufficient knowledge of how to order pamphlets and brochures
- Helping me have the ability to meet and deal with customers

BLM's Management of the Regulatory Process

- Having enforceable regulations
- Interpreting regulations consistently among agencies
- Interpreting regulations consistently among BLM offices
- Updating directives promptly
- Providing rationale for policies and decisions
- Keeping regulations to a minimum
- Supporting the enforcement of existing regulations

Management Policies and Practices

- Employing adequate staffing to do the work
- Allocating funding consistent with the work load
- Using efficient and effective work load processes
- Providing sufficient backup capacity when needed
- Setting priorities effectively
- Keeping work loads manageable
- Delegating sufficient authority from Washington to the field
- Avoiding unnecessary paperwork
- Maintaining and efficient organizational structure
- Getting internal information to me in a timely manner
- Providing enough resources to field employees
- Selecting the best people for public contact positions
- Selecting the best people for management positions
- Giving me sufficient delegation within my immediate organization
- Pricing BLM brochures and maps consistently among offices

Employees Identified Four Arenas That Impact Their *Motivation* to Serve Customers

| Rewards and Recognition | Job Satisfaction | Leadership | Communication and Coordination |

Net Impression® Framework — Employee Motivation

Rewards and Recognition	**Job Satisfaction**	**Leadership**	**Communication and Coordination**

Rewards and Recognition

- Maintaining an equitable reward system among offices
- Providing customer feedback on my performance
- Providing supervisory feedback on my performance
- Recognizing and rewarding initiative
- Making me feel appreciated for the work I do
- Disciplining underperformers

Job Satisfaction

- Using an equitable pay system (based on the level of work performed)
- Providing a sufficient variety of duties
- Giving me challenging work
- Giving me the opportunity to learn and grow
- Letting me implement changes in how my work gets done
- Helping me see the results of my work
- Supervisor's making good use of my skills and abilities
- Empowering me to serve customers on the spot
- Providing sufficient advancement opportunities for me
- Allowing me adequate time to learn the technical aspects of my job

Leadership

- Providing a consistent set of goals and vision for the agency
- Emphasizing teamwork
- Acting with honesty and integrity
- Supporting risk-taking and innovation
- Resolving policy issues effectively and in a timely manner
- Trusting employees to do a good job
- Emphasizing accountability
- Treating customer service as an important priority
- Taking action on issues (versus just talking about them)
- Promoting BLM, its employees, and its mission to the public

Communication and Coordination

- Maintaining communication and coordination between Washington and the field
- Maintaining communication and coordination between offices at the field level
- Maintaining communication, support, and coordination between governmental agencies
- Maintaining communications between specialists and public contact representatives
- Providing support from management to public contact representatives
- Understanding the problems at my level
- Employing open and honest communication across the board

A Mail Survey Was Administered to the Bureau of Land Management Field Staff

- The Customer Service Team reviewed and finalized the internal customer questionnaire.

- The Customer Service Lead Group identified appropriate employee respondents to receive the questionnaire in their State Offices according to the following criteria:

  - Field Office Staffs

  - Public Rooms/Visitor Centers

  - Outdoor Recreation Planners

  - Range Conservationists

  - Employees involved in mining and oil and gas activities

  - Law Enforcement

- An advance letter alerted respondents to the survey, explained its purpose and asked for cooperation in completing it.

Respondent Profile

The Survey Generated Responses From All States

State	Surveys	Respondents	Response Rate	% Total
AK	275	119	43%	6.9%
AZ	200	121	61%	7.0%
CA	300	105	35%	6.1%
CO	370	140	38%	8.1%
ES	117	74	63%	4.3%
ID	300	105	35%	6.1%
MT	410	181	44%	10.5%
NM	310	76	25%	4.4%
NV	250	104	42%	6.0%
OR	650	206	32%	11.9%
UT	260	146	56%	8.4%
WY	339	187	55%	10.8%
Unidentified	NA	168	NA	9.7%
Totals	3781	1732	46%	100%

Two Thirds of Respondents Have Daily Contact With Customers

• 83% are located in District Offices or Resource Areas.
• Resource Area respondents report slightly more contact with customers.

Type of Work Area	Daily Contact	Contact 2-3 Times/ Week	Contact Once a Week or Less	Row Totals
State Office	188 66%	52 18%	45 16%	285 17%
District Office	264 60%	100 23%	76 17%	440 27%
Resource Area	630 69%	200 22%	87 9%	917 56%
Column Totals	1082 66%	352 21%	208 13%	1642 100%

Segmentation Analysis Was Used to Identify Significant Differences in Employee Ratings

Capability and Motivation Ratings
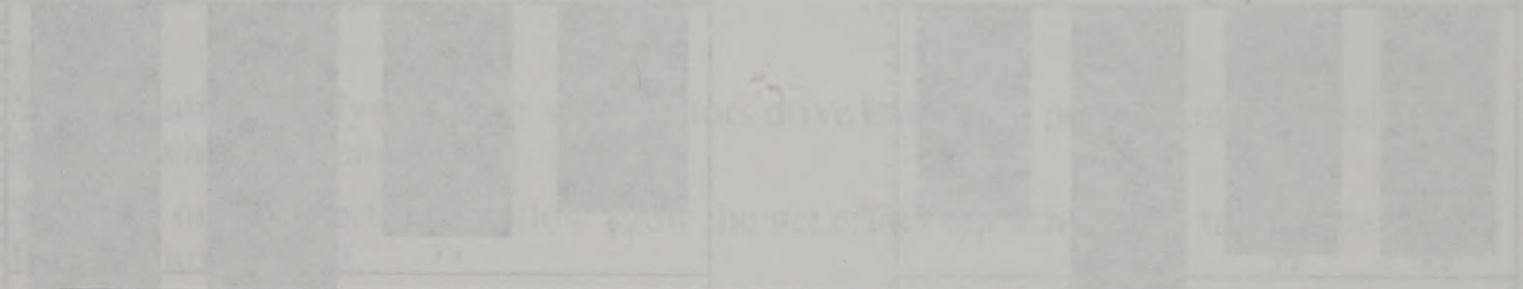
... located; 2) the work area; 3) the frequency of contact with direct customers. Only statistically significant effects are shown.

Capability and Motivation Arena Ratings

Overall mean capability rating: 3.7

Overall mean motivation rating: 3.7

Capability Arenas

Motivation Arenas
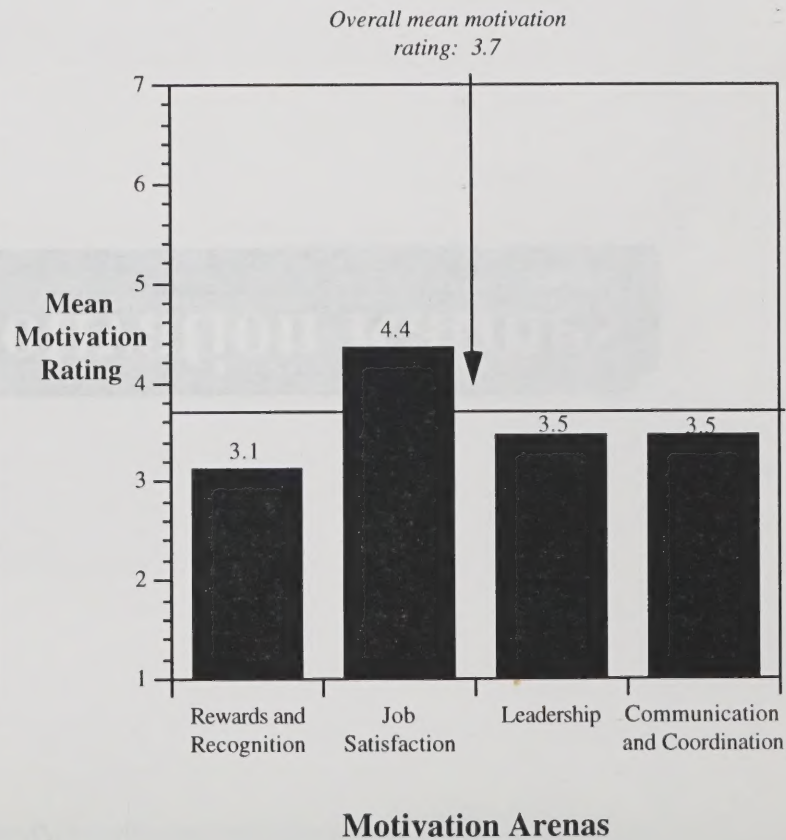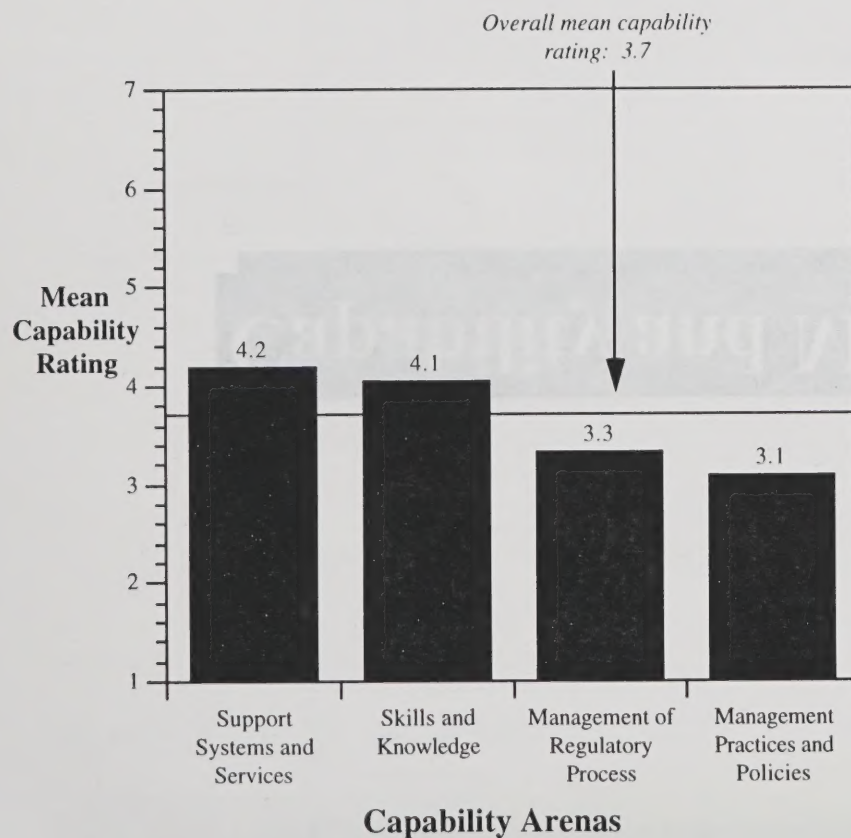
Segmentation Analysis Was Used to Identify Significant Differences in Employee Ratings

- Segmentation Analysis shows what factors drive employee perceptions and helps explain why differences exist.

- The bars on the charts that follow show the net effect of each factor, taking the other factors into account.

- Analysis was performed on overall employee capability ratings, overall employee motivation ratings, and on the arenas associated with these two categories.

- Three variables were included in each analysis: 1) the state in which the employee is located; 2) the work area; 3) the frequency of contact with direct customers.

- Only statistically significant effects are shown.

Indicates that the factor has a *negative* net effect on employee capability or motivation

Indicates that the factor has a *positive* net effect on employee capability or motivation

A

B

-0.4 -0.3 -0.2 -0.1 0 0.1 0.2 0.3 0.4

Mean Rating

- Deviation from Mean

+ Deviation from Mean
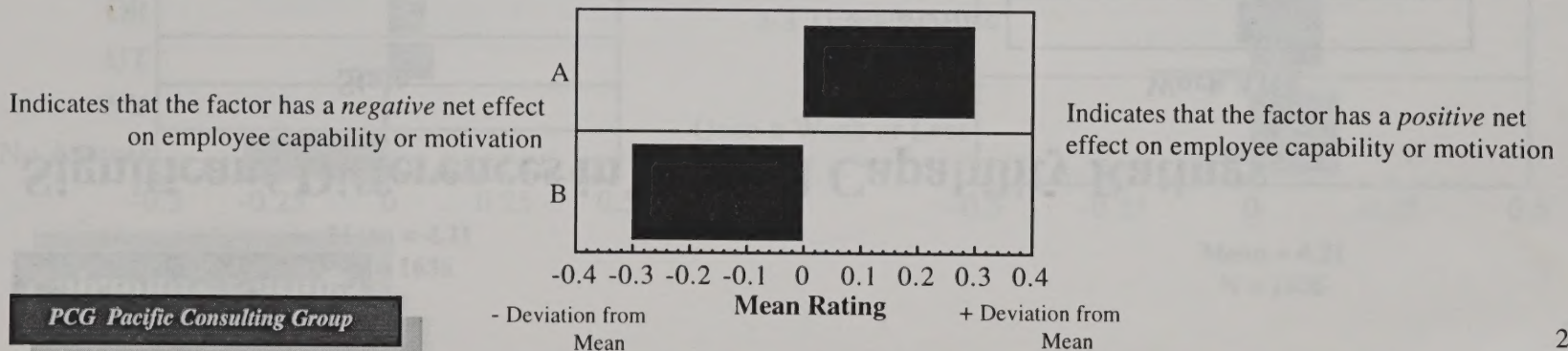
Significant Differences in Overall Capability Ratings

State
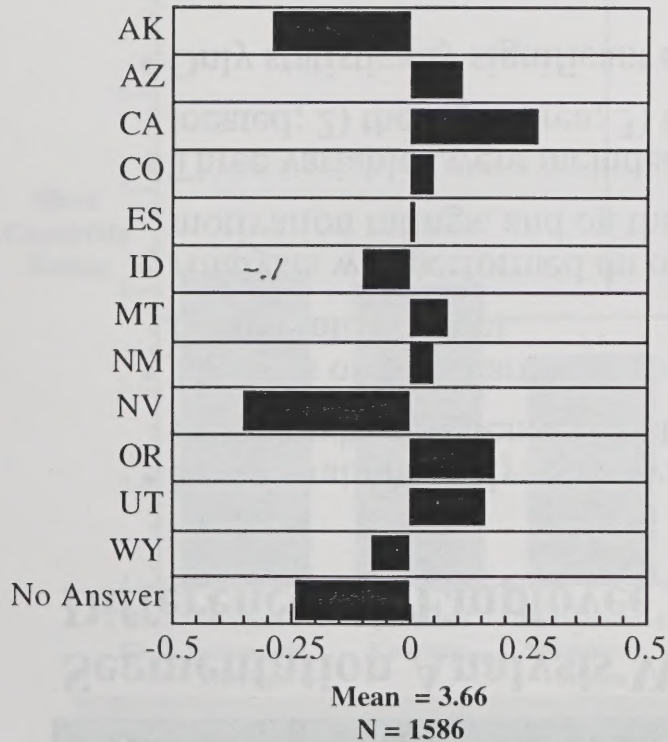
Mean = 3.66
N = 1586

Work Area

Mean = 3.66
N = 1586

Frequency of Contact with Customers

Mean = 3.66
N = 1586
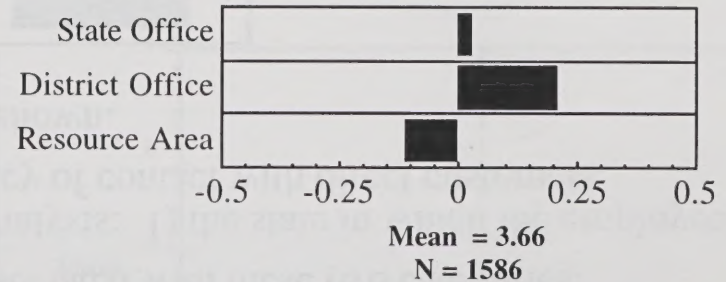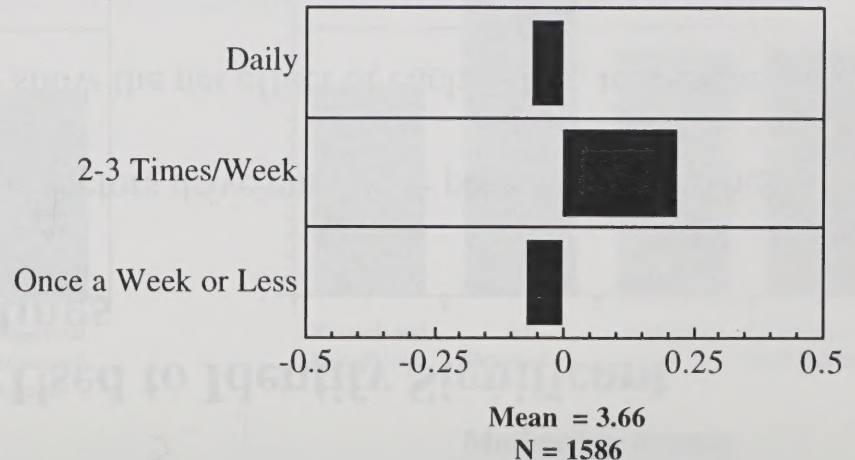
Significant Differences in Support Systems and Services Ratings

State

AK
AZ
CA
CO
ES
ID — -.15
MT
NM
NV
OR
UT
WY
No Answer

-0.5   -0.25   0   0.25   0.5

Mean = 4.21
N = 1636

Work Area

State Office
District Office
Resource Area

-0.5   -0.25   0   0.25   0.5

Mean = 4.21
N = 1636

Frequency of Contact with Customers

Daily

2-3 Times/Week

Once a Week or Less

-0.5   -0.25   0   0.25   0.5

Mean = 4.21
N = 1636
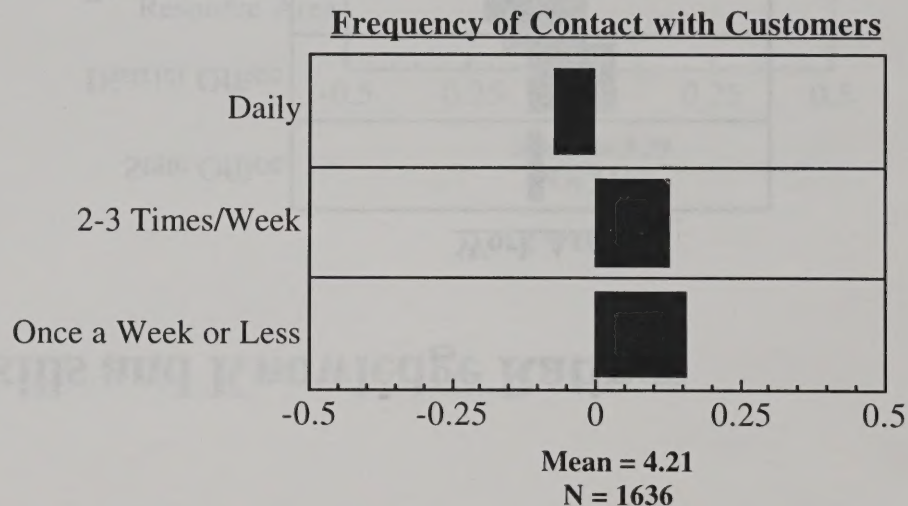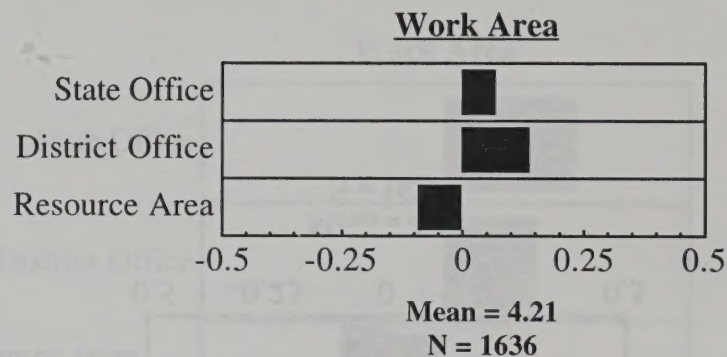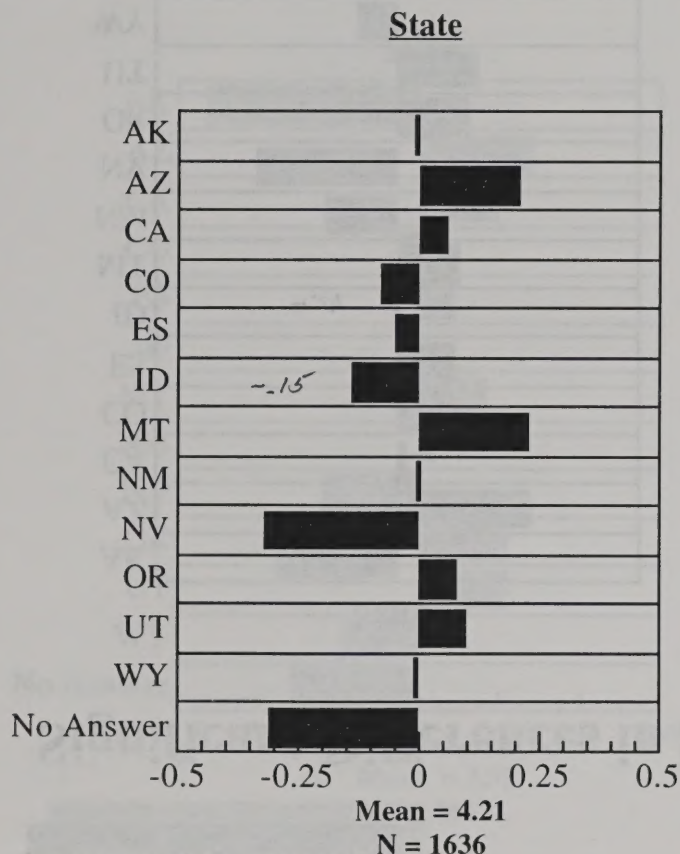
Significant Differences in Skills and Knowledge Ratings

State

AK, AZ, CA, CO, ES, ID (−.01), MT, NM, NV, OR, UT, WY, No Answer

Mean = 4.06
N = 1639

Work Area

State Office, District Office, Resource Area

Mean = 4.06
N = 1639
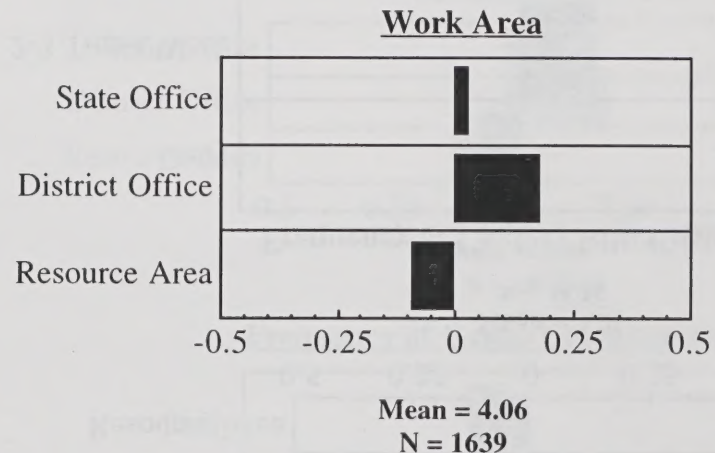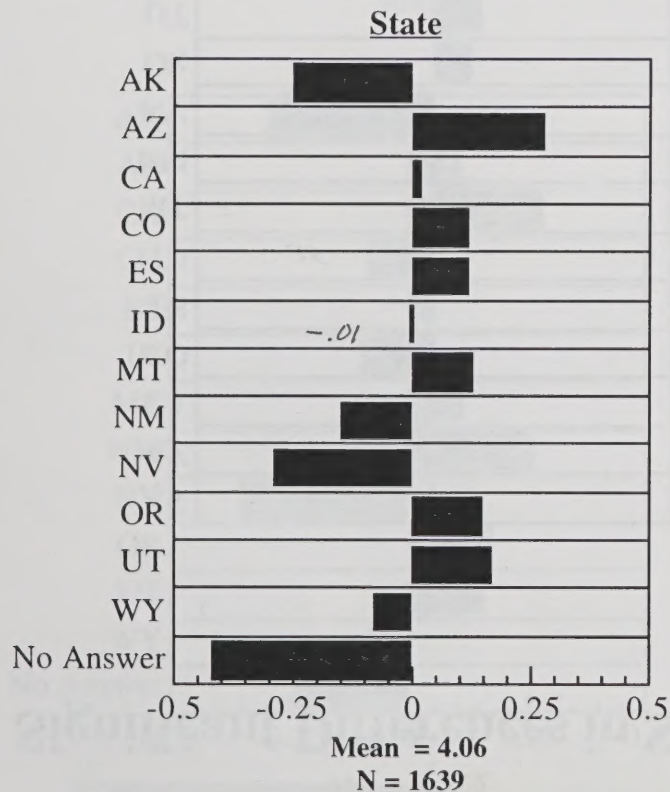
Significant Differences in Management
of the Regulatory Process Ratings

State

Mean = 3.33
N = 1617

Work Area

Mean = 3.33
N = 1617
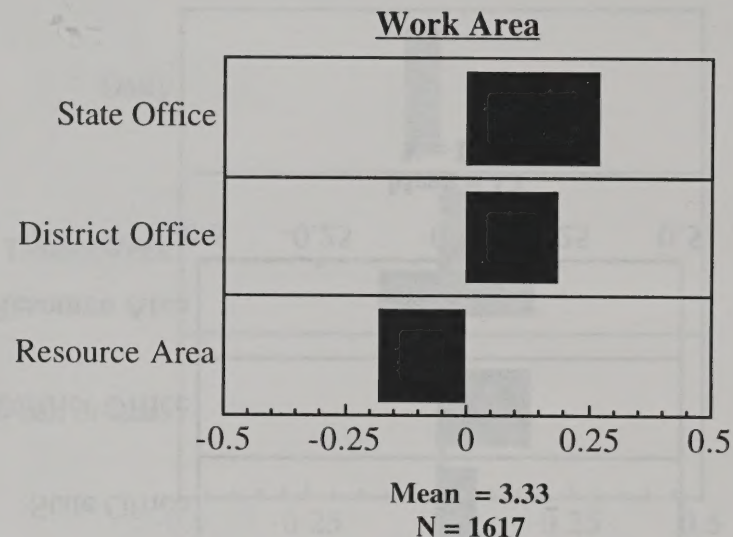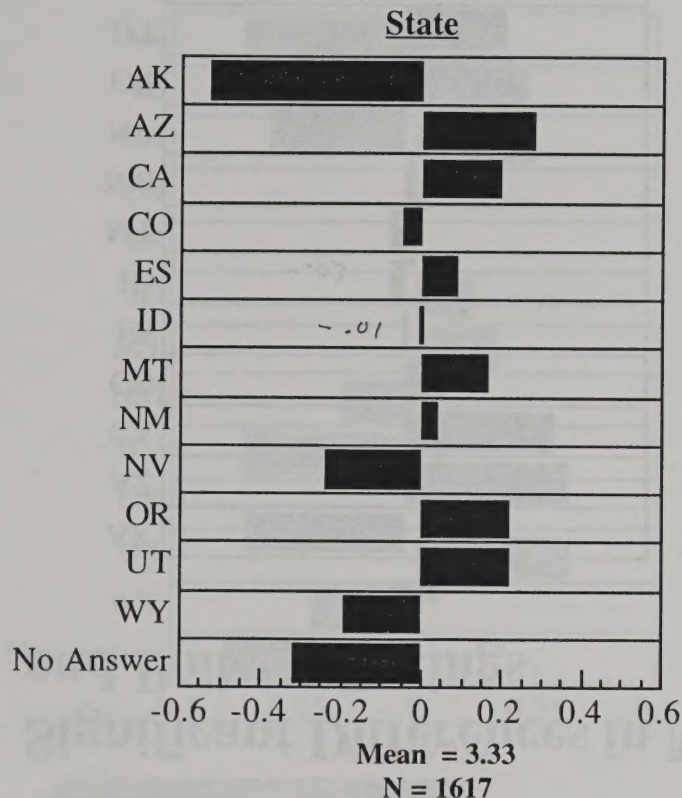
Significant Differences in Management Practices and Policies Ratings

State

AK, AZ, CA, CO, ES, ID (−.03), MT, NM, NV, OR, UT, WY, No Answer

-0.5, -0.25, 0, 0.25, 0.5

Mean = 3.1
N = 1639

Work Area

State Office, District Office, Resource Area

-0.5, -0.25, 0, 0.25, 0.5

Mean = 3.1
N = 1639
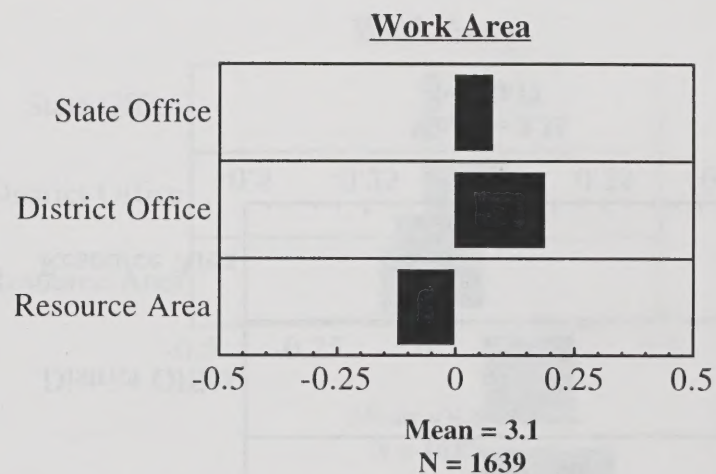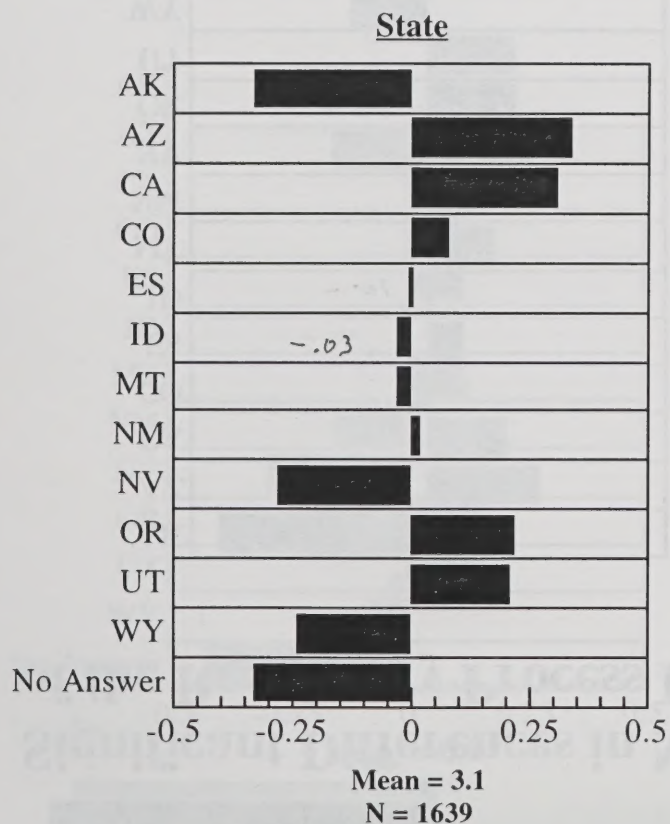
Significant Differences in Overall Motivation Ratings

State

Mean = 3.66
N = 1596

Frequency of Contact with Customers

Mean = 3.66
N = 1596
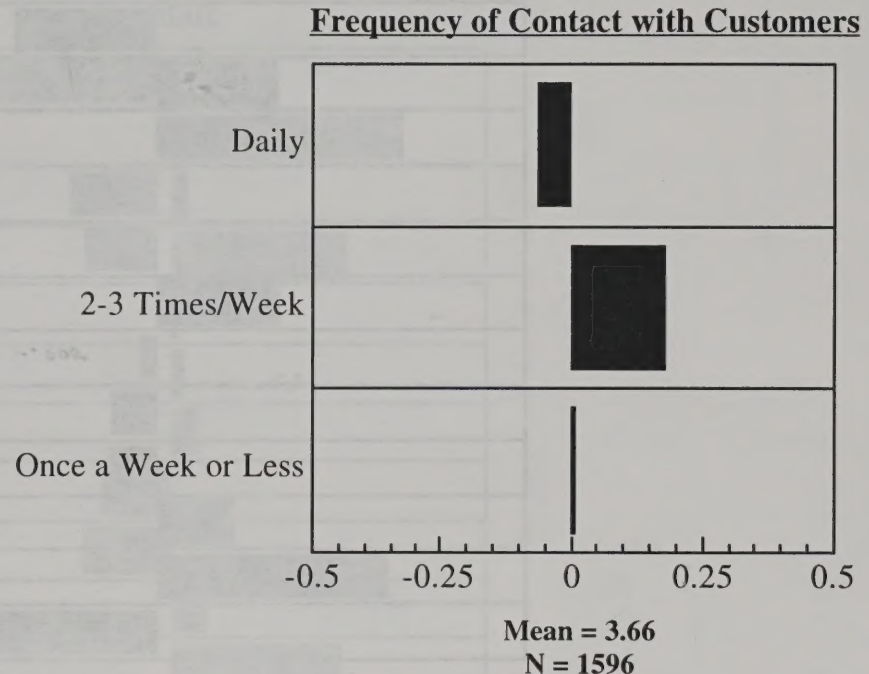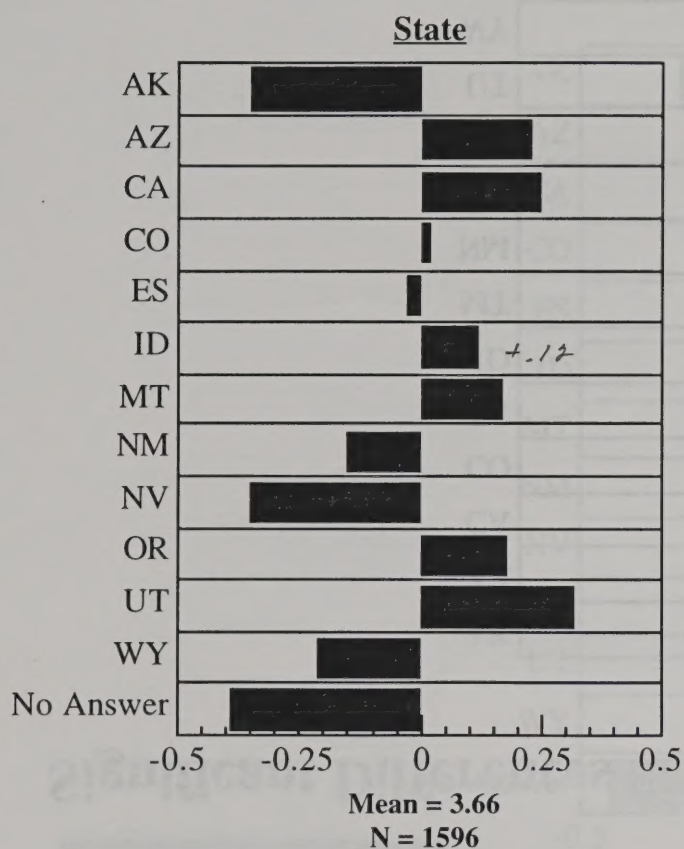
Significant Differences in Rewards and Recognition Ratings

State

Mean = 3.13
N = 1603
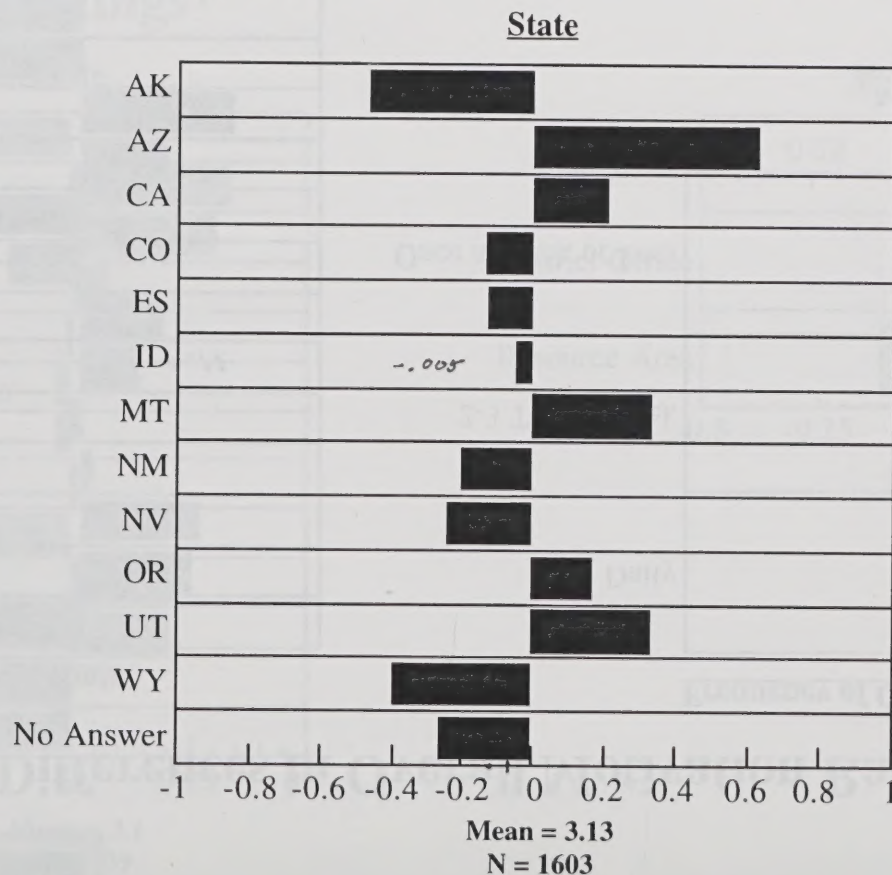
Significant Differences in Job Satisfaction Ratings

State

Mean = 4.36
N = 1600
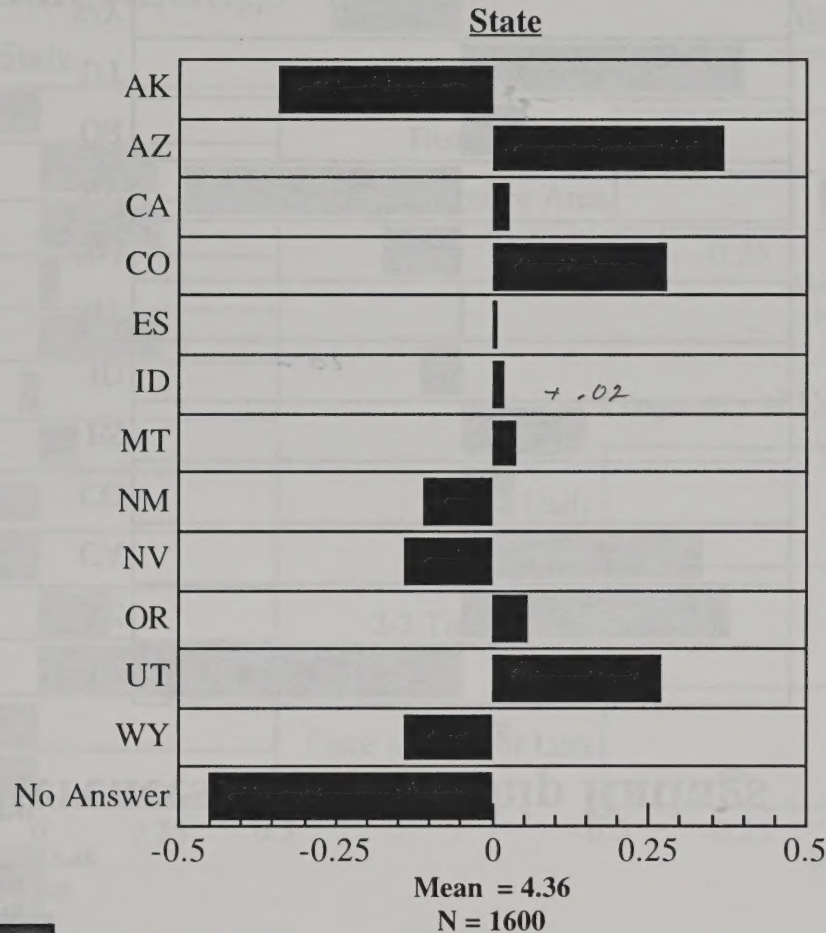
Significant Differences in Leadership Ratings

State

Mean = 3.47
N = 1597
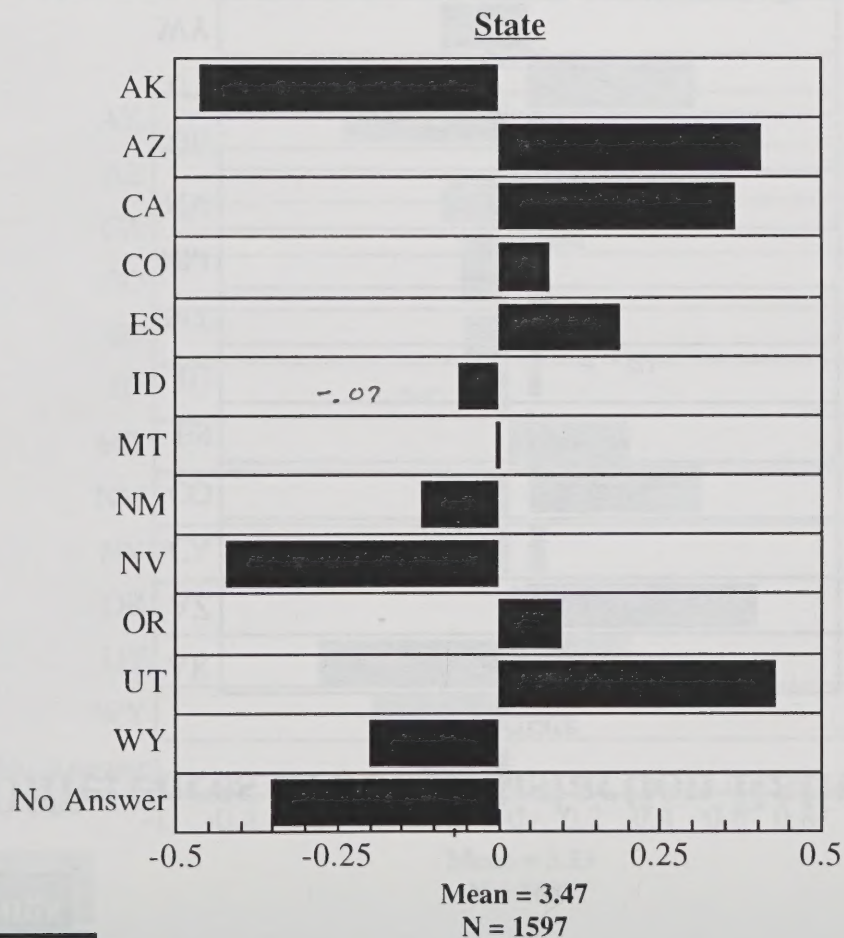
Significant Differences in Communication and Coordination Ratings

State

AK	
AZ	
CA	
CO	
ES	
ID	-.04
MT	
NM	
NV	
OR	
UT	
WY	
No Answer	

-0.5 -0.25 0 0.25 0.5

Mean = 3.48
N = 1598

Work Area

State Office
District Office
Resource Area

-0.5 -0.25 0 0.25 0.5

Mean = 3.48
N = 1598

Frequency of Contact with Customers

Daily

2-3 Times/Week

Once a Week or Less

-0.5 -0.25 0 0.25 0.5

Mean = 3.48
N = 1598
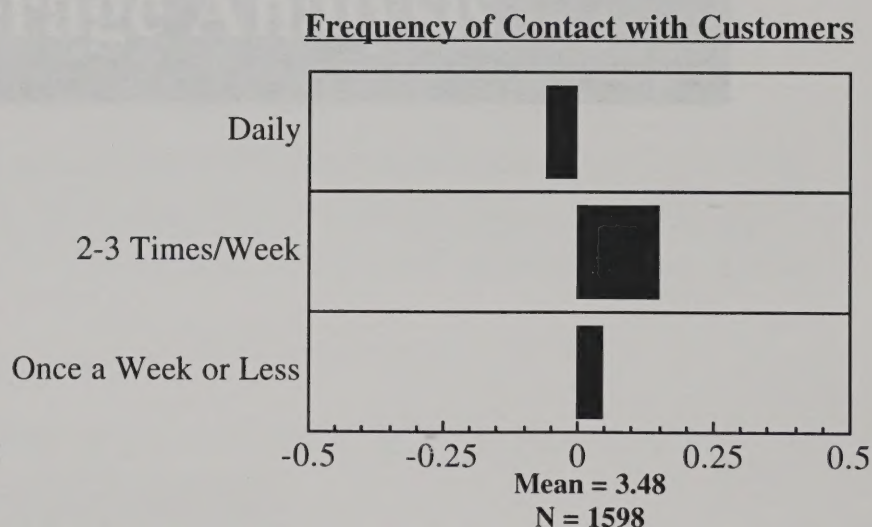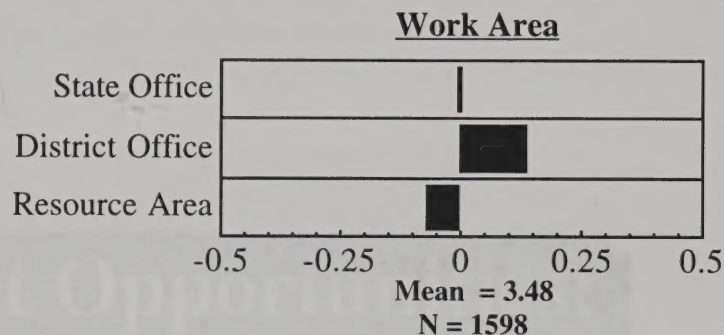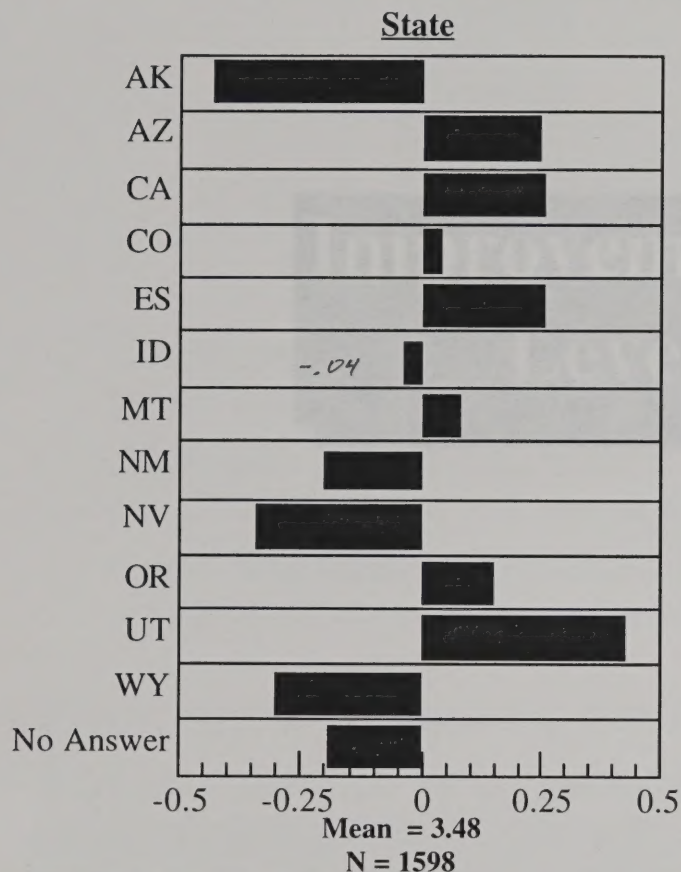
Improvement Opportunities:
Leverage Analysis

Improvements Will Increase Employee Capability and Motivation to Serve Customers

- A high leverage area is one where employees are relatively dissatisfied and/or a change will probably contribute to an improvement in satisfaction with BLM.

- Leverage scores are indexed on a one to ten scale, where ten represents the best opportunity for improvement.

- Pacific Consulting Group's Net Impression® model was used to generate the leverage scores.

CONTRIBUTION / IMPORTANCE

S A T I S F A C T I O N		LOW	HIGH
	LOW	MEDIUM LEVERAGE	HIGH LEVERAGE
	HIGH	LOW LEVERAGE	MEDIUM LEVERAGE

Overall Capability to Provide Good Service

"Get a management who understands the function and benefit of what a good IRM program is all about."
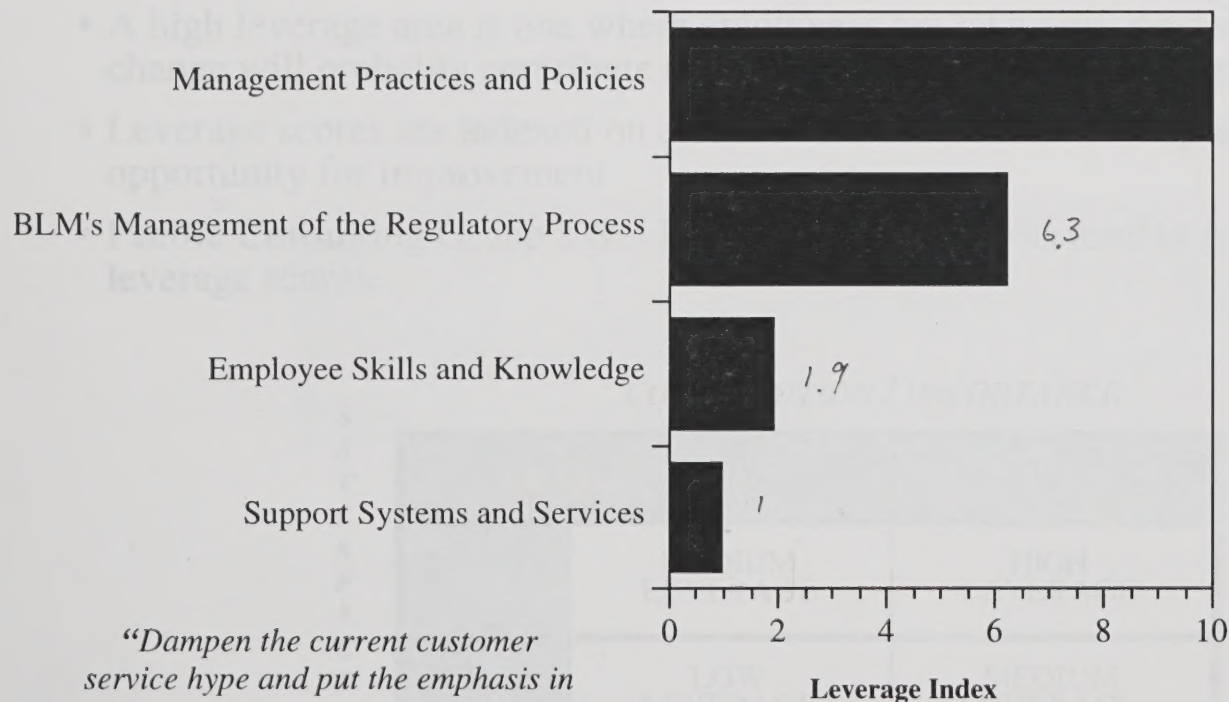
"Do away with all district offices to free up the dollars to keep on-the-ground staff trained and equipped to do a good job."

"Dampen the current customer service hype and put the emphasis in resource management."

"Give more than lip service to moving personnel, funding and authority to the field level. Let the Regional Offices be one-stop shopping for our clients."

Suggestions for Improving Capability (N= 1214)

- Resource Area and District Office respondents were more likely to suggest increasing resources and/or reducing workload.
- State Office employees were more likely to mention training and employee empowerment.
- District Office Employees were more likely to mention providing clear, realistic goals and priorities.
- Those with infrequent customer contact were more likely to mention increasing resources/reducing workload and those with only 2-3 contacts per week were more likely to suggest providing clear and realistic goals.

Improve materials and facilities for public use

Team building

Better communication with management

Provide greater resources; reduce workload

Effective management (decisive, reliable)

Employee empowerment (delegation of authority, trust in employee ability)

Provide clear and realistic goals and priorities

Streamline organization (less bureaucracy, oversight, etc.)

Provide adequate training for new and experienced employees
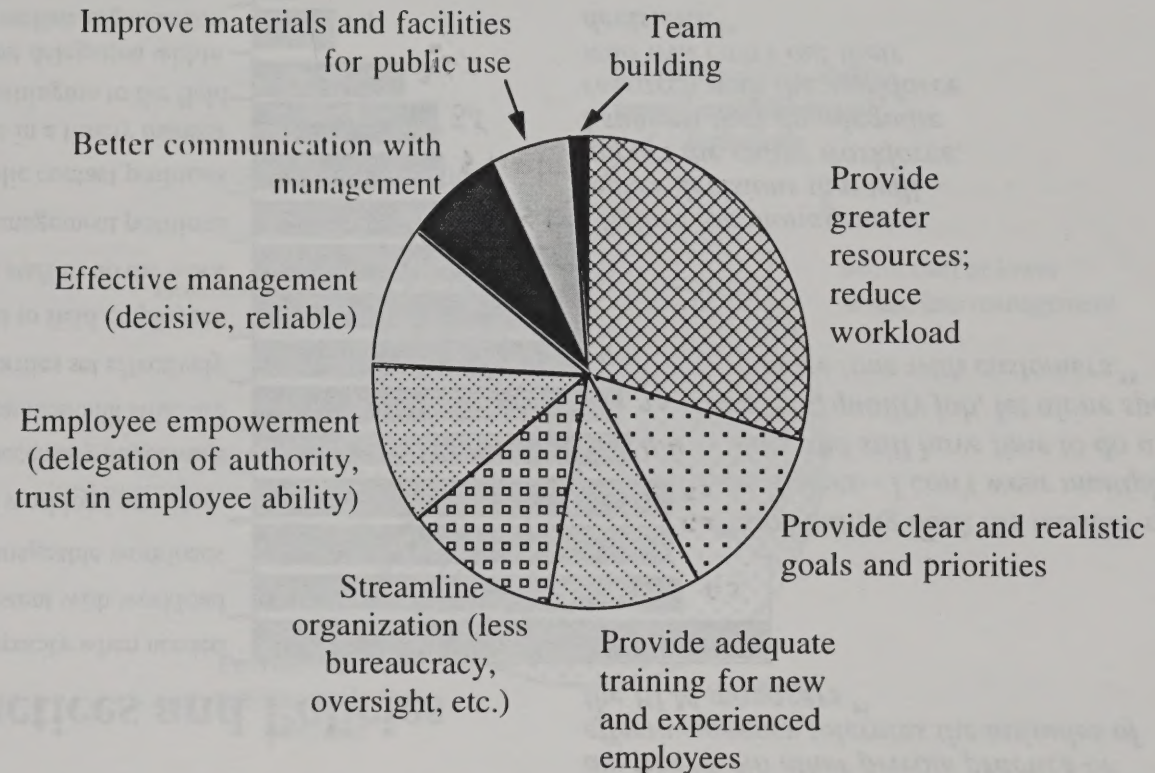
Capability Arena:
Management Practices and Policies

"BLM employs the most ineffective management style I've ever seen anywhere. No other private practice or effective agency tolerates the attitudes of the BLM managers."

Sufficient backup capacity when needed

Funding consistent with workload — 8.3

Manageable workloads

Efficient and effective workload processes — 8.2

Avoid unnecessary paperwork — 7.4

Efficient organizational structure — 7.3

Priorities set effectively — 6.5

Enough resources provided to field employees — 6

Adequate staff to do the work — 5.7

Best people selected for management positions — 5.0

Best people selected for public contact positions — 3.7

Internal information provided to employees in a timely manner — 3.5

Sufficient delegation of authority from Washington to the field — 3

Employees given sufficient delegation within immediate organization — 1.7

BLM brochures and maps priced consistently — 1

Leverage Index (0 2 4 6 8 10)

"Stop cutting back the number of employees-- I can't wear multiple hats and still have time to do a complete, quality job, let alone spend more time with customers."

"Before top management makes decisions that will impact the entire workforce, I suggest they do adequate research with the workforce who will carry out their decisions."

"Concentrate funding, personnel, and discretionary authority at the lowest possible level."

Suggestions for Improving Management Practices and Policies (N= 977)

- Resource Area staff were more likely to mention increasing staff or reallocating staffing from management to worker.
- State Office Employees were more likely to mention employee empowerment and improved communications.
- District Office employees were also more likely to mention employee empowerment, along with honest management.

Inform the public about agency capabilities and limitations

Better communication with management

Honest management

Employee empowerment (delegation of authority, trust in employee ability)

More staff at lower levels; less management

Provide clear and realistic goals and priorities

Competent management
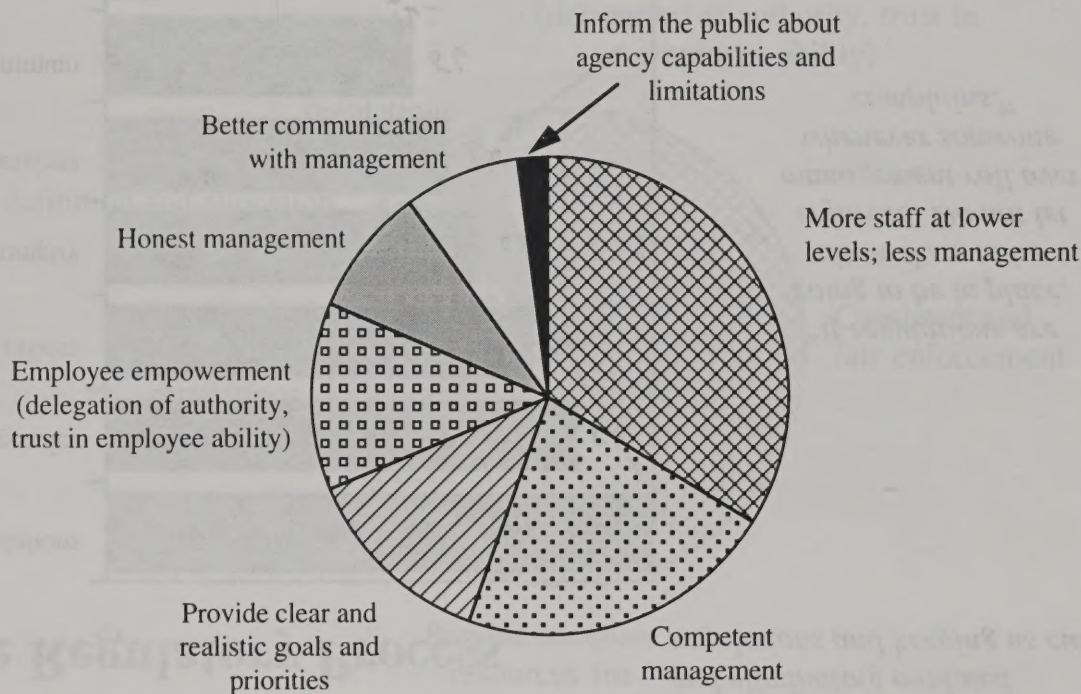
Capability Arena:

Management of the Regulatory Process

"We should get the organization back on track so there are employees responsible for reviewing and eliminating outdated regulations and keeping us current."

Support the enforcement of existing regulations

Interpret regulations consistently among agencies — 86

Interpret regulations consistently among BLM offices — 78

Update directives promptly — 68

Provide a rationale for policies and decisions — 64

Keep regulations to a minimum — 56

Enforceable regulations — 1

0 2 4 6 8 10

Leverage Index
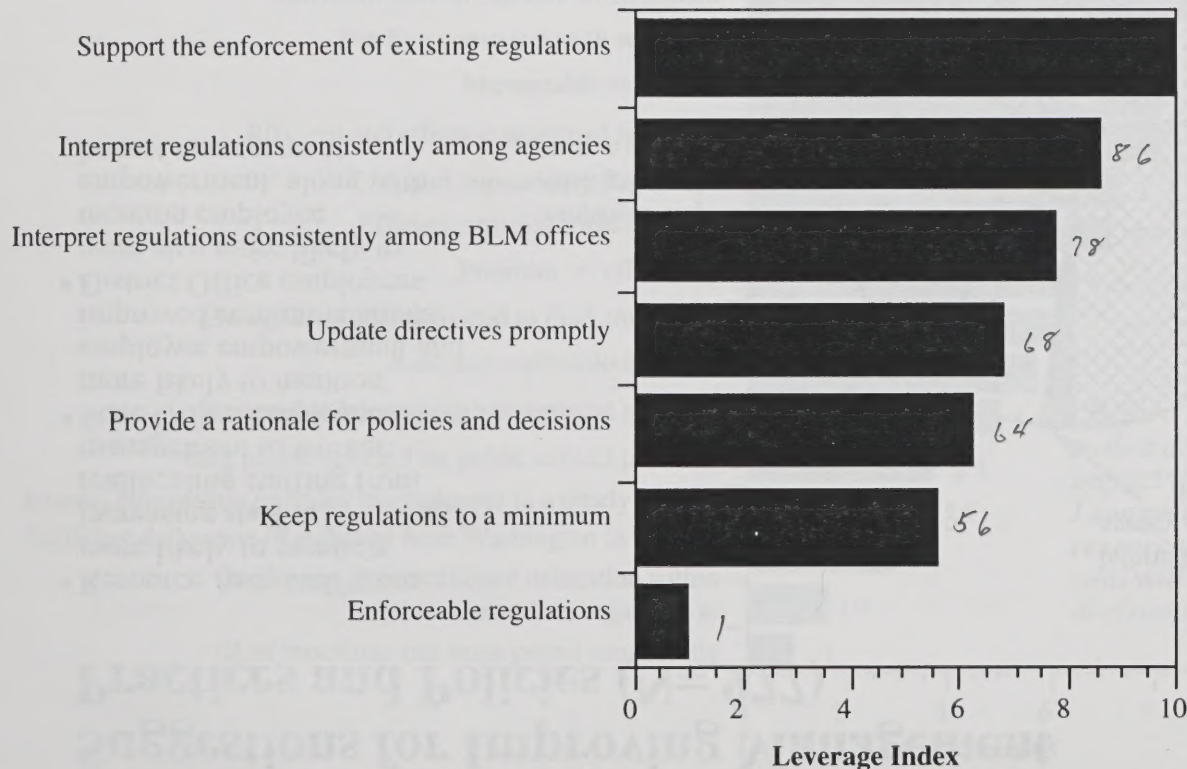
"If regulations are going to be in place, allow them to be enforced. Do not let management roll over whenever someone complains."

"We need regulations that work with some state laws. Federal laws don't cover many of the problems that we run into in the field."

Suggestions for Improving Management of the Regulatory Process (N= 867)

- Resource Area staff were more likely to mention providing more resources.
- District Office staff were more likely to suggest making regulations clearer.
- State Office staff were more likely to suggest making regulations more useful.
- Employees with more frequent contact with customers were more likely to suggest more consistent enforcement.
- Employees contacting customers once a week or less frequently were more likely to mention better definition and allocation of responsibility.

Clear regulations

Employee empowerment (delegation of authority, trust in employee ability)

Clear definition and allocation of responsibility

Consistent and fair enforcement

Useful regulations

Provide adequate resources for enforcement
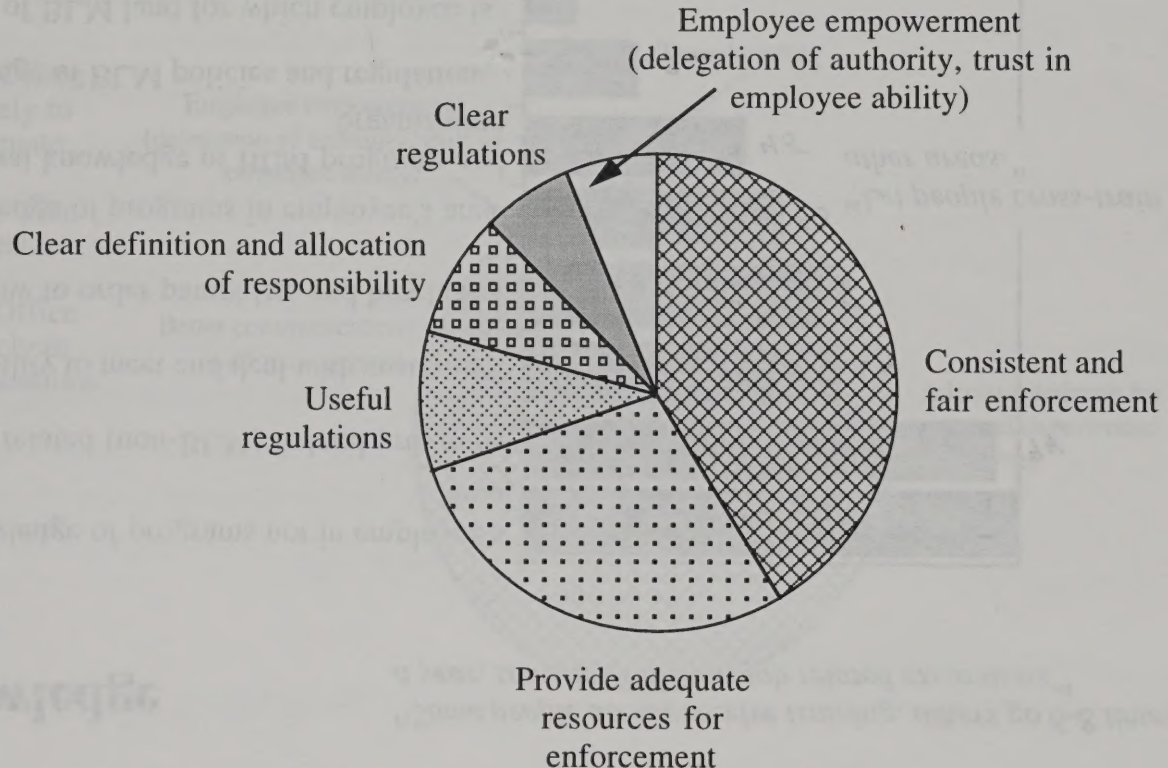
Capability Arena:
Skills and Knowledge

"Some people do not receive training, others go 6-8 times a year, sometimes on non-job related excursions."

Horizontal bar chart — Leverage Index:

Category	Leverage Index
Sufficient technical knowledge of programs not in employee's area	(no value shown)
Sufficient knowledge of related (non-BLM) federal programs	94
Help employees have the ability to meet and deal with customers	64
Sufficient knowledge of how to order pamphlets and brochures	6
Sufficient technical knowledge of programs in employee's area	53
Sufficient general knowledge of BLM programs and organization	45
Sufficient knowledge of BLM policies and regulations	22
Sufficient knowledge of BLM land for which employee is responsible	1

Leverage Index (x-axis: 0, 2, 4, 6, 8, 10)

"Let people cross-train in other areas."

"Manuals are really outdated; draft manuals are unusable, and they take years to be approved."

Suggestions for Improving Employee Skills and Knowledge (N= 841)

- Resource Area and State Office employees were more likely to mention the need for adequate training.
- District Office employees were more likely to suggest greater employee empowerment.
- State Office and District Office employees were more likely to stress improved communications.

Team building

Employee empowerment (delegation of authority, trust in employee ability)

Better communication with management

Adequate training for new and experienced employees
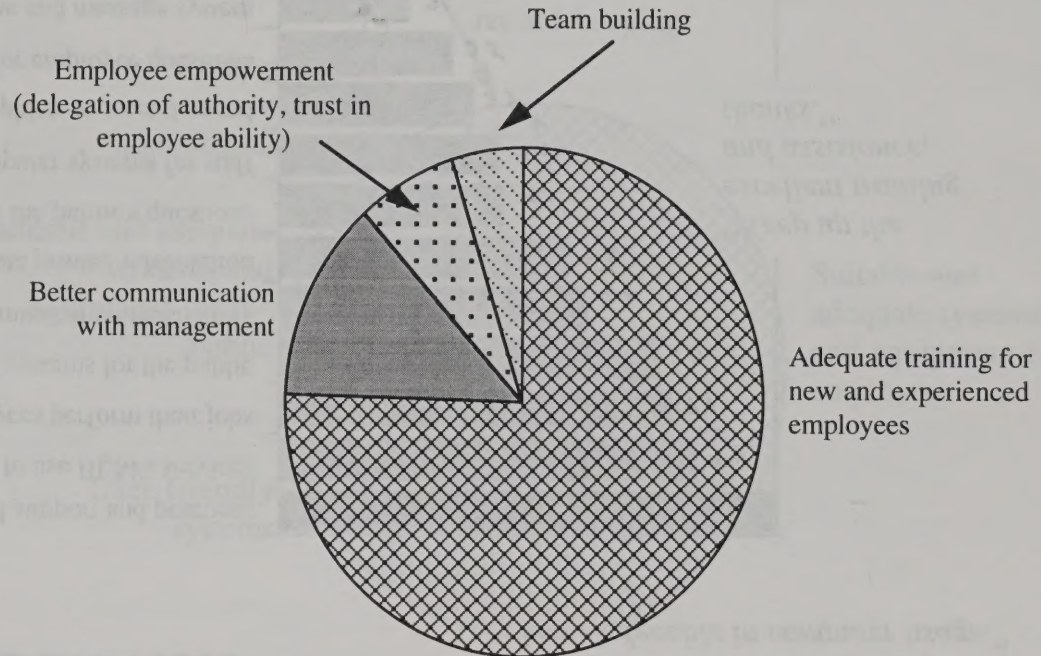
Capability Arena:
Support Systems and Services

"Provide additional staff that are knowledgeable in computer usage."

Chart: Leverage Index by category

- Consistent IRM support and practices
- Sufficient guidance for the public on how to use BLM's services — 84
- Channeling resources to help employees perform their jobs — 78
- Sufficient computer systems for the public — 76
- Adequate information and communication technology — 62
- Up-to-date printed information — 58
- Enough printed information to address the public's questions — 45
- Sufficient computer systems for staff — 44
- Enough brochures and pamphlets to meet demand — 38
- Sufficient access to specialists for employee questions — 35
- Suitable phone and message system — 26
- Sufficient photocopying system — 19
- Workable fax system — 1

X-axis: 0 2 4 6 8 10 — **Leverage Index**

"Keep up the excellent training and assistance, thanks."

"It appears that BLM has never taken public outreach seriously."

Suggestions for Improving Support Systems and Services (N= 908)

- State and District Office staff were more likely to mention the need for competent and adequate technical staff.
- District Office staff were more likely to mention the need for more competent and adequate administrative staff.
- Resource Area and District employees were more likely to mention the need for suitable and adequate systems and equipment.
- Those with daily customer contact were more likely to suggest competent technical staff.
- Those with infrequent customer contact were more likely to mention better systems for the public.

Automated and consistent record-keeping

Competent and adequate administrative staff

Suitable and adequate systems and equipment for the public

User-friendly systems

Suitable and adequate systems and equipment for employees

Competent and adequate technical staff
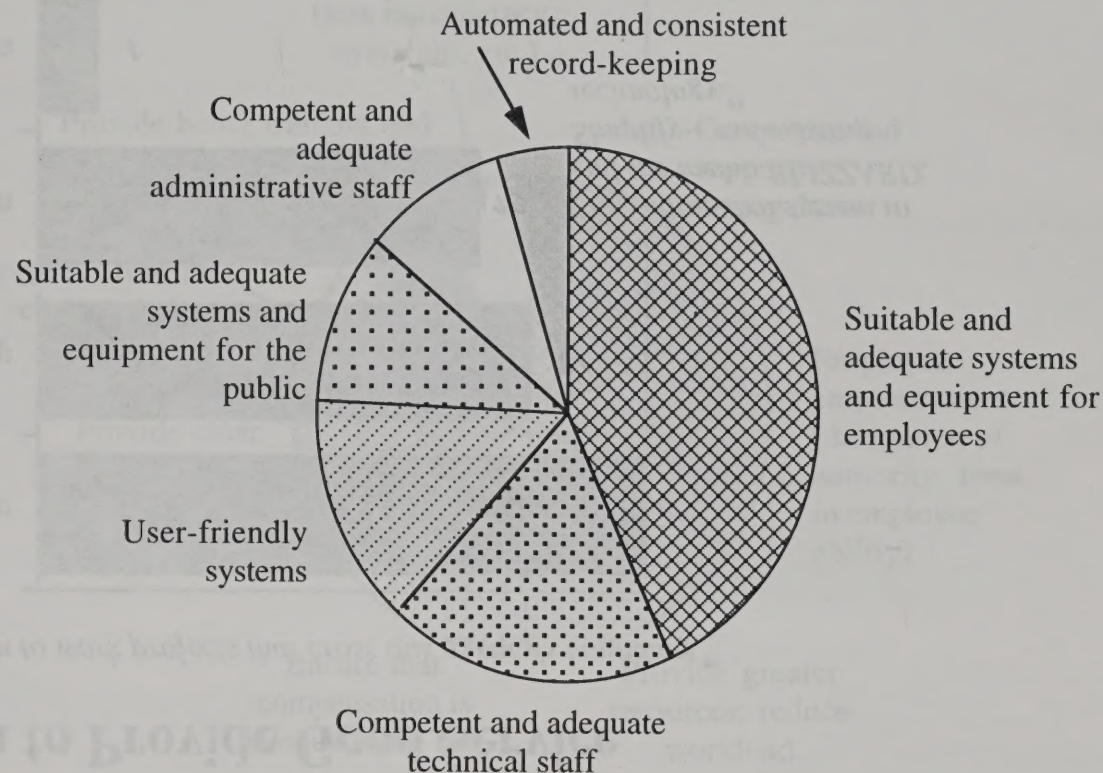
Overall Motivation to Provide Good Service

"Freedom to work projects that cross this agency's boundary."

- Communication and Coordination
- Leadership — *8/*
- Rewards and Recognition — *?3*
- Job Satisfaction — */*

Leverage Index

"An automated system to end the memo BLIZZARD. Simplify-- use existing technology."
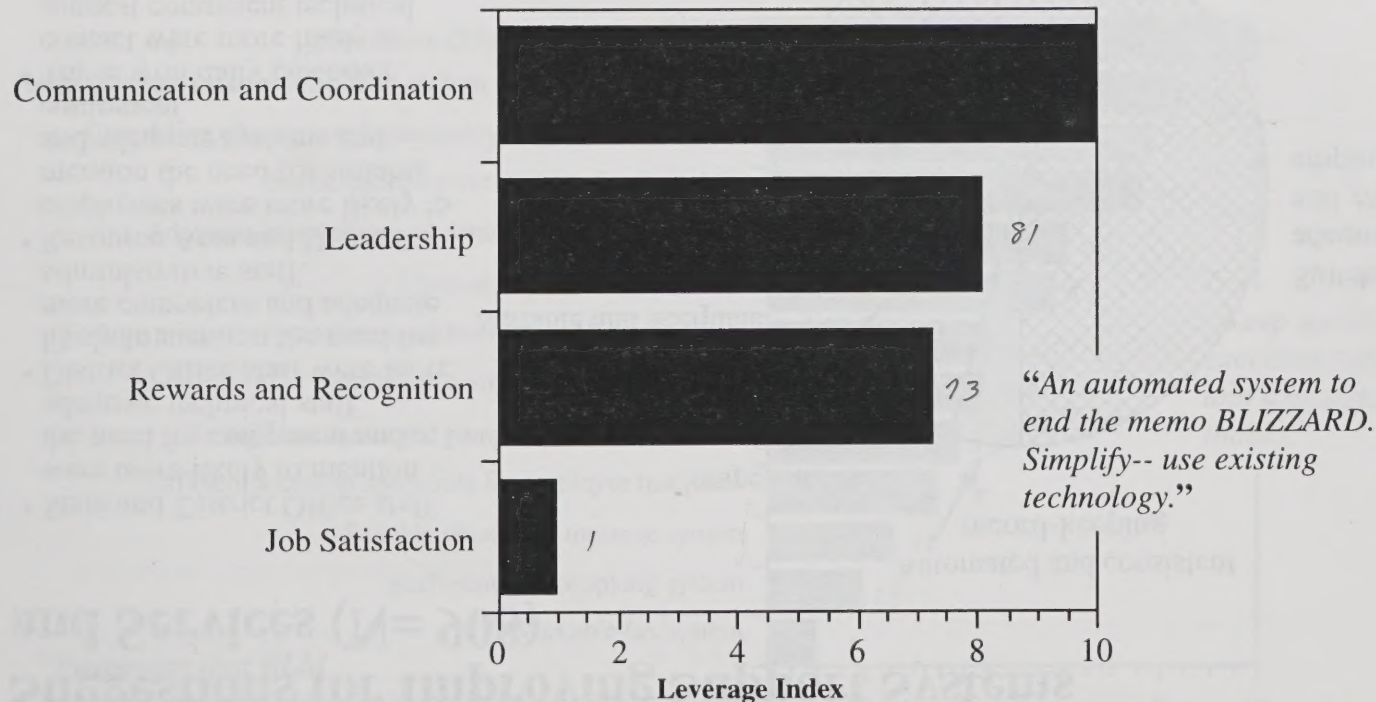
Suggestions for Improving Motivation (N= 1090)

- State Office staff and, to a lesser extent, Resource Area staff were more likely to mention employee empowerment.
- State Office respondents were more likely to mention the need for competent and supportive management.
- Employees having daily or frequent (2-3 times per week) contact with customers were more likely to stress the need for more competent and supportive management and for clearer, more realistic goals and priorities.

Streamline organization
(less bureaucracy,
oversight, etc.)

Provide better training and professional development opportunities

Improve "front line" service; customer contact

Provide clear and realistic goals and priorities

Ensure that compensation is adequate and fair

Competent and supportive management

Employee empowerment (delegation of authority, trust in employee ability)

Provide greater resources; reduce workload
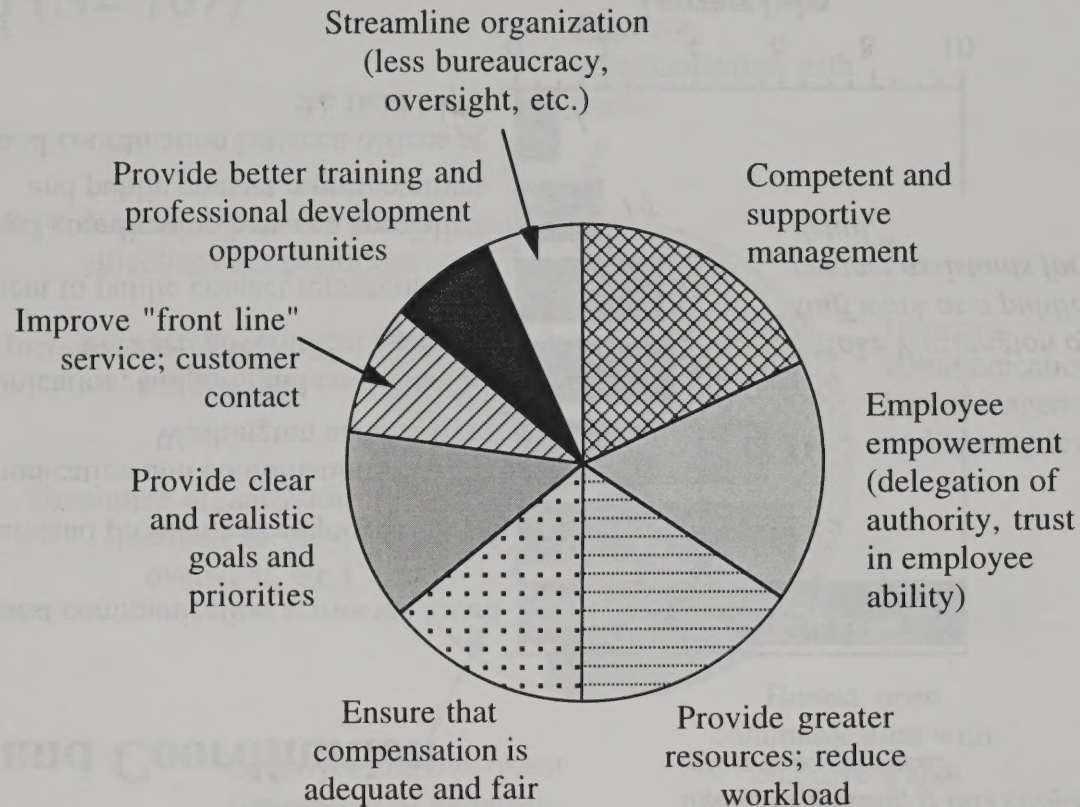
Motivation Arena:
Communication and Coordination

"We need to get government agencies talking, if this cooperative effort is to succeed."

Open and honest communication across the board

Understand problems at employee's level — 62

Communication and coordination between Washington and the field — 56

Communication, support, and coordination between government agencies — 35

Support from management to public contact representatives — 33

Communication and coordination between specialists and public contact representatives — 19

Communication and coordination between offices at the field level — 1

Leverage Index (0, 2, 4, 6, 8, 10)
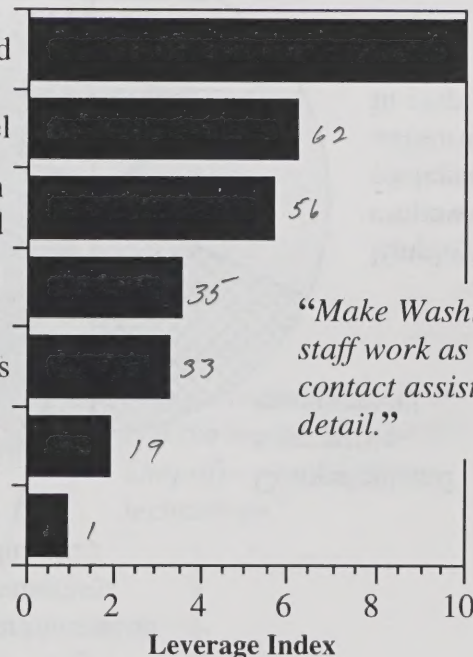
"Make Washington office staff work as a public contact assistants for a short detail."

"Realistic policies and direction from WO Management Team. Too many hidden agendas."

"There need to be more opportunities for field staff to communicate freely with people in other levels, agencies, offices, etc."

Suggestions for Improving Communication and Coordination (N= 707)

- The most dominant comment across all levels of respondents was to improve communications - both between levels within BLM and between BLM and other agencies.
- District Office employees were more likely to mention employee empowerment
- Those who had less frequent contact with customers were more likely to mention the need for communication improvements than those with daily contact.

Provide clear, consistent priorities and guidelines for performance

Increase staff support and funding

Streamline organization (less bureaucracy, oversight, etc.)

Improve communication with public

Improve communication between agencies and agency levels

Honest, open communication with employees and clients

Employee empowerment (delegation of authority, trust in employee ability)
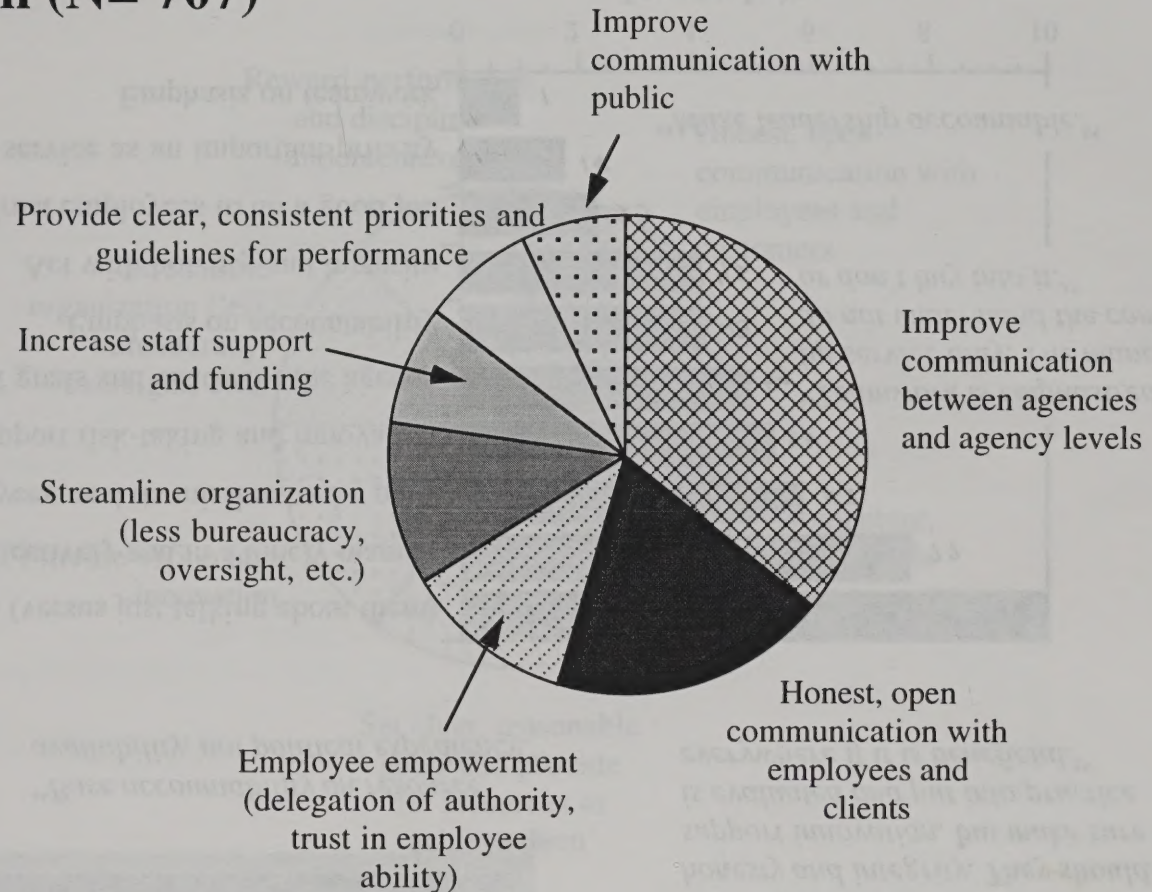
Motivation Arena:
Leadership

"Base accountability on resource availability, not political expediency."

"Management should demonstrate honesty and integrity. They should support innovation, but make sure it is evaluated and put into practice everywhere if it is beneficial."

Category	Leverage Index
Take action on issues (versus just talking about them)	
Resolve policy issues effectively and in a timely manner	77
Promote BLM, its employees, and its mission to the public	58
Support risk-taking and innovation	54
Consistent set of goals and vision for the agency	49
Emphasis on accountability	43
Act with honesty and integrity	42
Trust employees to do a good job	23
Treat customer service as an important priority	18
Emphasis on teamwork	1

Leverage Index (0, 2, 4, 6, 8, 10)

"Teamwork is emphasized with lip service only. The managers do not understand the concept or don't buy into it."

"Make leadership accountable."

"Remove leaders there for the ride, who are not there to support and take responsibility for the actions of the employees they lead."

"Get the focus of the agency's management back on stewardship of public lands & resources. Most of our state management team are absorbed more by managing the organization than the public resources."

Suggestions for Improving BLM Leadership (N= 1399)

- Resource Area staff were more likely to cite clear and reasonable goals as a needed improvement.
- District and Resource Area staff were more likely to mention rewarding performers and disciplining underachievers.
- State Office employees were more likely to recommend competent and accountable management.
- Those staff having little contact with customers were more likely to recommend setting clear and reasonable goals.

Reward performance and discipline underachievers

Honest, open communication with employees and customers

Streamline organization (less bureaucracy, oversight, etc.)

Competent, accountable management

Provide vision and innovation

Set clear, reasonable goals and provide the resources to achieve them
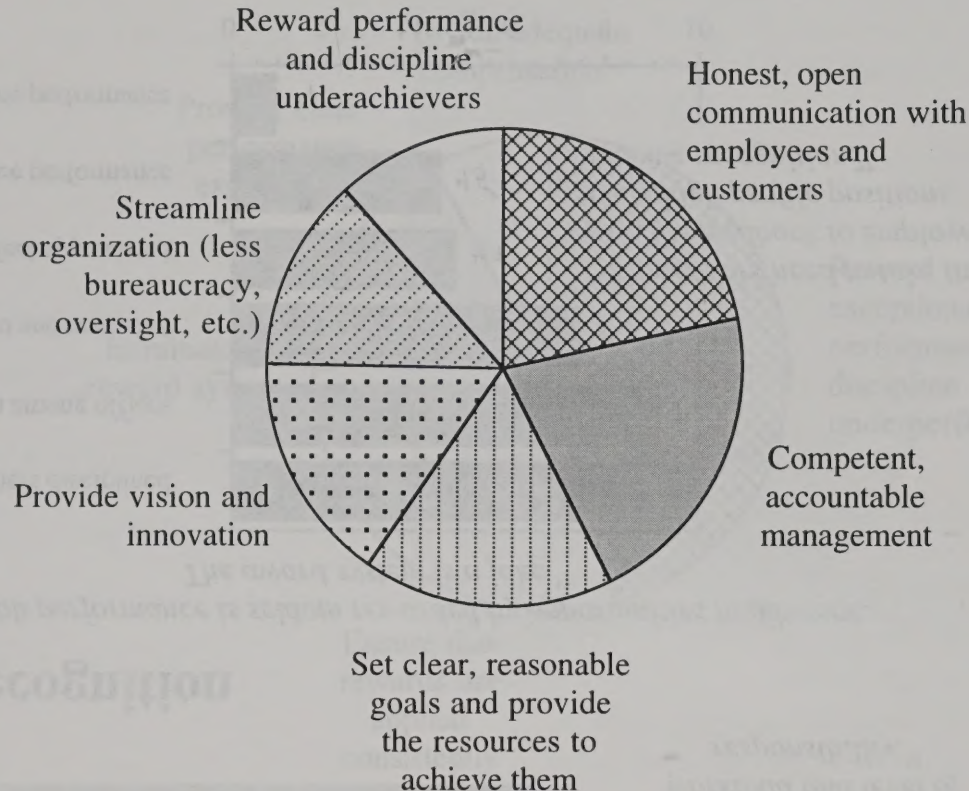
"Pay should be based on workload and level of responsibility."

Motivation Arena:
Rewards and Recognition

"Good job performance is seldom rewarded by opportunities to advance. The award system is a joke."

Underperformers disciplined

Equitable reward system among offices — 9

Initiative recognized and rewarded — 8

Employees made to feel appreciated — 4

Customer feedback on employee performance — 45

Supervisory feedback on employee performance — 1

0   2   4   6   8   10

Leverage Index
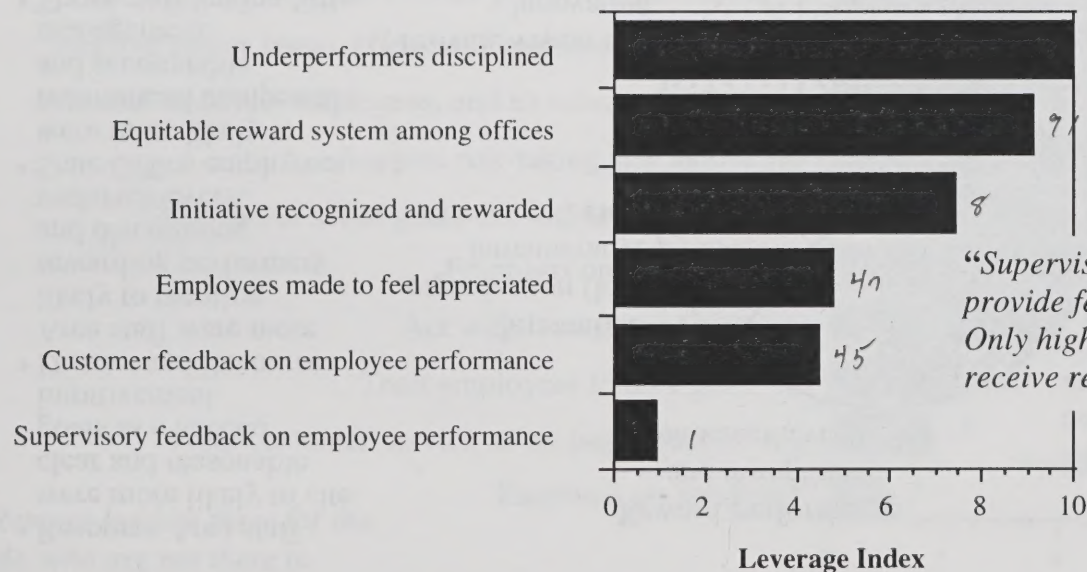
"Supervisors need to take time to provide feedback to employees. Only high profile positions receive recognition."

"Most awards go to people in the State and District offices."

"The possibility for recognition and promotion is almost nonexistent regardless of results an employee achieves."

Suggestions for Improving Employee Rewards and Recognition (N= 1006)

- State Office employees were slightly more likely to mention rewarding only excellent performance.
- District Office employees suggested rewarding people consistently and more frequently.
- Those with infrequent customer contact were slightly more likely to mention rewarding exceptional performance.

Provide adequate compensation

Provide clear performance expectations

Reward only exceptional performance; discipline underperfomers

Eliminate the reward system

Ensure that rewards are applied consistently

"We have the biggest workload for the State and have the lowest grades, but I am expected to do and accomplish the workload of higher graded positions."
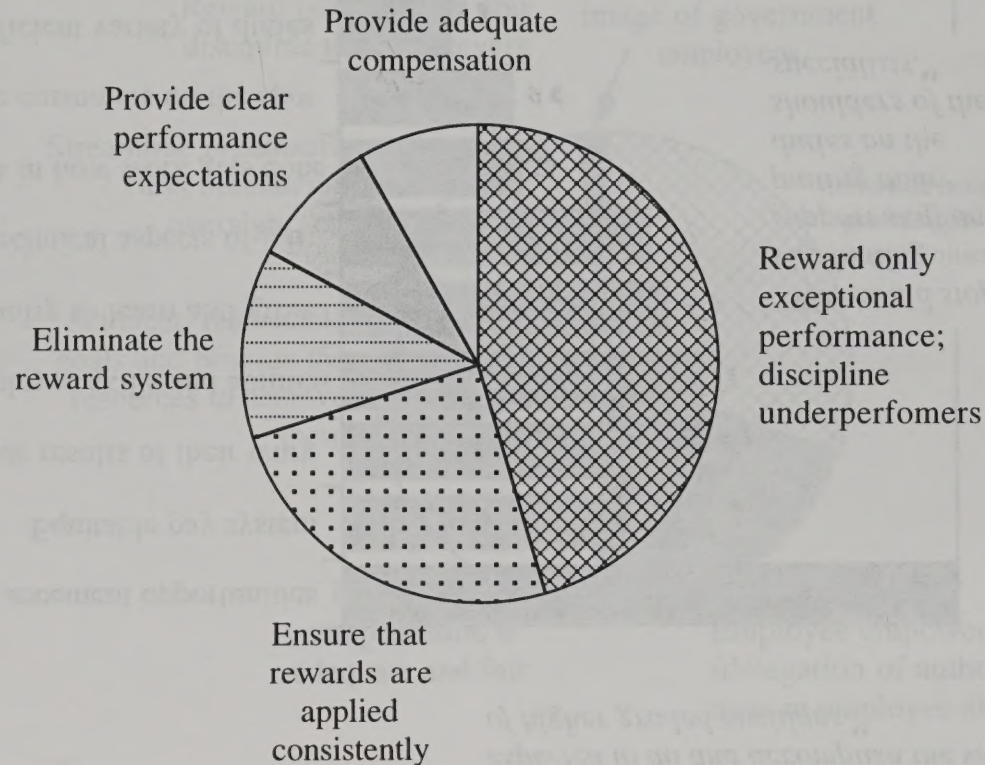
Motivation Arena:
Job Satisfaction

Category	Leverage Index
Sufficient advancement opportunities	
Equitable pay system	6
Employees able to see results of their work	59
Supervisors make good use of employee skills and abilities	58
Opportunity to learn and grow	53
Adequate time to learn technical aspects of job	51
Employees able to implement changes in how work gets done	3
Employees empowered to serve customers on the spot	28
Sufficient variety of duties	18
Challenging work	1

Leverage Index (scale 0 to 10)

"We should stop eliminating support staff and putting their duties on the shoulders of the specialists."

"We have some managers who want to be told what they want to hear and not what they need to hear."

"Help me get rid of the backlog!"

Suggestions for Improving Job Satisfaction (N= 912)

- State and District Office employees were slightly more likely to suggest more employee empowerment.
- Those with more frequent customer contact were more likely to mention the need for training and professional development.
- Those who had customer contact only 1 to 3 times per week were less likely to suggest employee empowerment than those with daily or infrequent contact.

Reward performance and discipline underachievers

Improve the public image of government employees

Streamline organization (less bureaucracy, oversight, etc.)

Provide better training and professional development opportunities

Set clear, reasonable goals and provide the resources to achieve them

Ensure that compensation is adequate and fair

Employee empowerment (delegation of authority, trust in employee ability)

Appendix A: What is Net Impression?

WHAT IS NET IMPRESSION®?

Net Impression is a survey-based approach for helping companies plan improvements that will lead to the greatest increase in customer satisfaction. Net Impression measurement methodology is based on a powerful model of how customers evaluate the service they receive.

Customer perceptions of service and their expectations of what they will receive from the company are grounded in "moments of truth" -- experiences in which customers come in contact with the company in some way. These experiences can range from direct reactions to the service and service delivery, advertising about the company or reading an article in the newspaper, or even talking to a neighbor. Expectations of performance can also arise from hearing about or using the competition's offering. From their experience base, customers develop a mental "report card" that they implicitly bring with them to each service encounter. The product or service delivered by the company is compared to the report card criteria to determine whether quality service has been delivered or not.

To plan changes that maximize the customers' overall net impression of the company, management needs to understand the report card -- how the various criteria the customers use to judge performance fit together in the customers' mind, and where the company's leverage is in improving customer satisfaction.

Net Impression begins with a qualitative research step in which the broad expectations of performance (called customer service arenas) are defined. These customer service arenas explain, in the customers' terms, what they feel the company should do for them. They can range from a fairly operational concern such as "Managing my account," to something more abstract such as "Showing concern for the environment" or "Maintaining an effective business partnership." Together, the customer service arenas amount to the company's value proposition or benefit concept expressed in terms of <u>what the customer expects</u> (instead of what the company offers).

Within each customer service arena, a number of factors called "customer value criteria" (CVCs) provide additional detail (again, in the customers' terms) on what constitutes good or bad performance within an arena. For example, customer value criteria under an account management arena might include "Accurate bill," "Being easy to reach," or "Resolving problems quickly" -- all factors that determine, in the customers' mind, what good (or bad) performance in the Account Management arena might mean.

Figure 1 illustrates the Net Impression framework developed for a utility's residential market. The five customer service arenas show the broad areas in which customers said they expected service, and the customer value criteria define what constitutes good and bad performance within an arena.

In the quantitative part of Net Impression, a computer model is used to analyze survey responses. The model shows, relatively speaking, where improvements will have the greatest impact on overall customer satisfaction. We use the term "leverage" to report relative priorities for improvement. A high leverage arena (or customer value criterion) is one in which customers are relatively dissatisfied, especially sensitive, or both. An improvement in a high leverage area will have a greater impact on customer satisfaction. A low leverage arena or customer value criterion is one in which customers are relatively satisfied, not especially sensitive, or both. Improvements in a low leverage arena are not likely to have a big impact on customer perceptions.

The leverage scores are useful for planning improvement initiatives because they focus the improvement effort on those areas that matter most to customers. Management can implement any number of

changes in product/service mix, operations, or communications, with the assurance that these changes will maximize the use of scarce resources. By concentrating on high leverage areas, companies can often find ways to improve service and save resources at the same time.

Figure 2 shows the leverage scores for the five customer service arenas for PG&E's Sacramento Division. These scores indicate that the greatest leverage in that division's service territory lies in improvements in the Account Services arena. Improvement efforts should be concentrated there while maintaining performance in the lower leverage areas. Figure 3 provides more specific guidance to the company on what to do to improve customer perceptions of account services performance. Apparently, customers are relatively dissatisfied with and sensitive to the interactions they have with the company's staff regarding their bill. Perhaps training or improved customer communications can be developed to address this high leverage area. Similarly, Figure 4 shows that improved communications in the Handling Outages arena would go a long way towards improving customer satisfaction there. Interestingly, customers expect outages

occasionally, but become irritated when they cannot find out what is going on. Fortunately, improving communications surrounding outages is much cheaper than improving power reliability.

Net Impression works because it mobilizes the capabilities of managers and staff and focuses them on the customer. The continuous improvement process starts right away, and the momentum builds with the initial successes as people gain confidence in the process and pride in their accomplishments. Everybody -- from senior management to front-line customer service personnel -- has a role to play in the effort. In short, PCG's goal is to help the company make customer satisfaction -- adding value faster than the competition -- the way of doing business rather than a separate program or initiative.

Overall Satisfaction With PG&E

Handling Emergencies
- Advising customers
- Caring/helpful employees
- Competent employees
- Easy to reach
- Meeting repair promises
- Resolving quickly
- Resolving safely
- Responding quickly
- Understanding the situation

Appliance Assistance
- Arriving on time
- Caring/helpful employees
- Competent reps
- Convenient scheduling
- Explaining the problem
- Providing advice
- Providing right equipment
- Understanding the situation

Handling Outages
- Caring/helpful employees
- Competent employees
- Easy to reach
- Info on cause
- Info on length
- Meeting promises
- Minimizing outages
- Restoring power quickly

Account Services
- Accurate bill
- Accurate meter reading
- Caring/helpful employees
- Competent phone employees
- Easy service changes
- Easy to reach
- Easy-to-understand bills
- Helping customers understand
- Resolving problems quickly

Conservation/ Cost Control
- Brief info
- Caring/helpful employees
- Competent employees
- Consistent info
- Easy to reach
- Extra effort for senior/ low-income customers
- Info on energy-saving options
- Info that makes a difference
- Meeting conservation needs

Figure 1. Net Impression Example
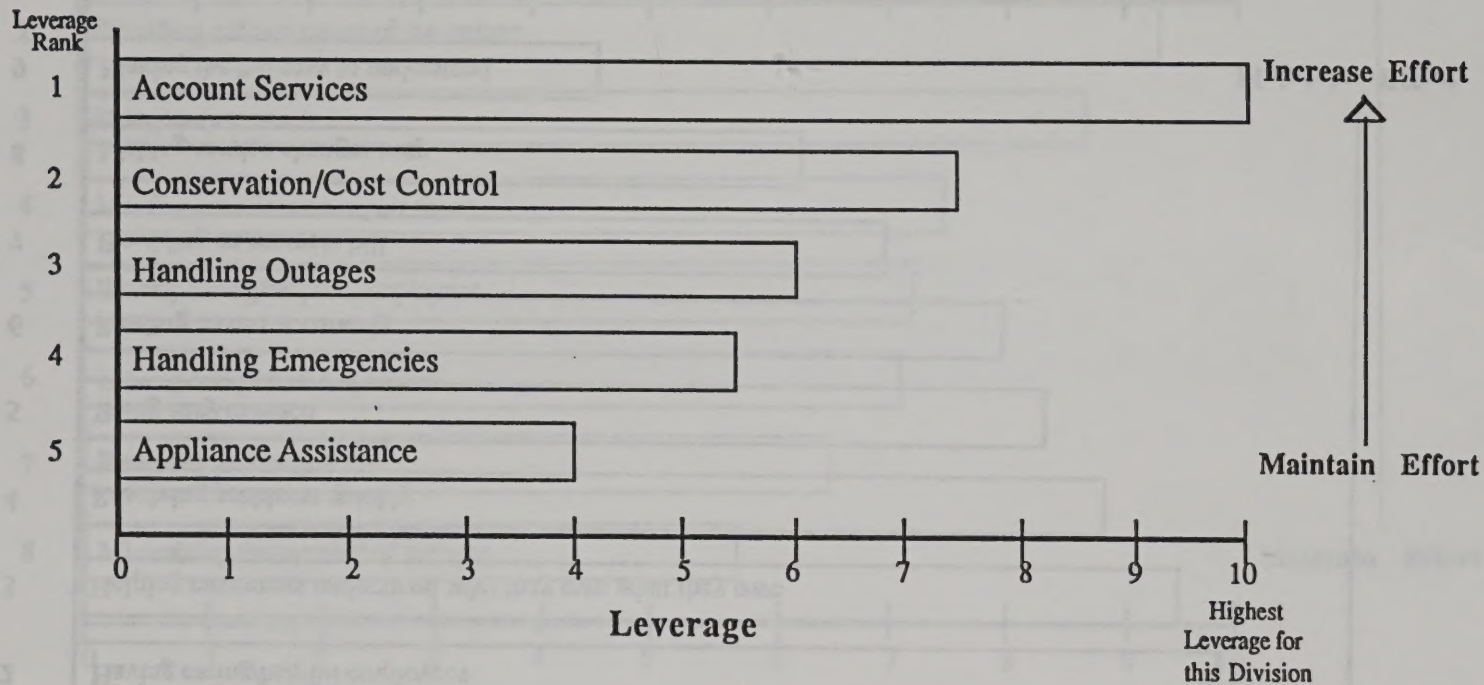
Figure 2. Sacramento Division Has the Greatest Opportunity for Improvement in Account Services

Leverage Rank

Rank	Item
1	Having competent employees
2	Having caring/helpful employees
3	Helping customers understand why they owe what they owe
4	Resolving problems quickly
5	Being easy to reach
6	Reading meters accurately
7	Providing an accurate bill
8	Making service changes easy
9	Making the bill easy to understand

Increase Effort

Maintain Effort

Leverage — 0 1 2 3 4 5 6 7 8 9 10

Highest Leverage for this Division

Figure 3. Ways to Improve Account Services
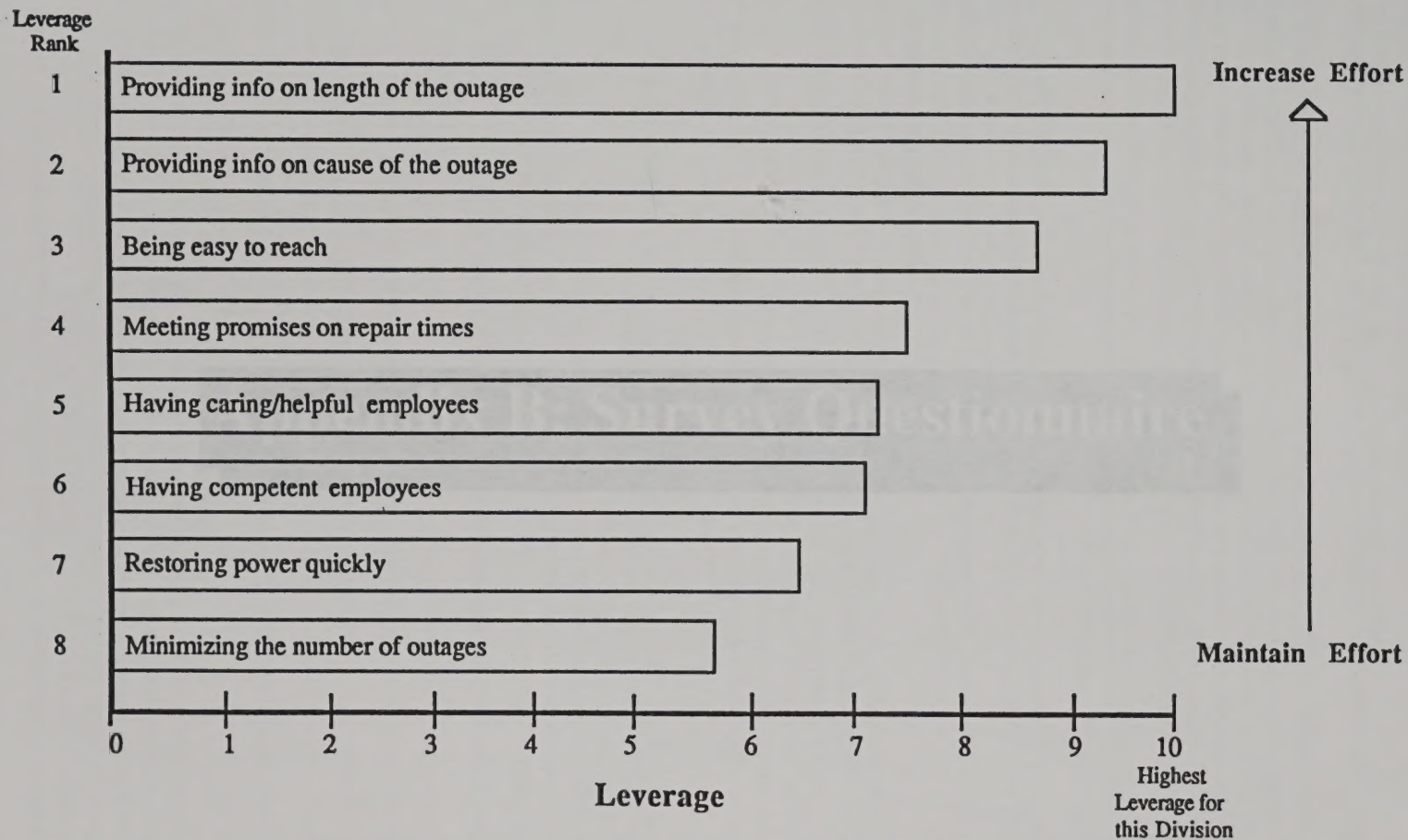
Figure 4. Ways to Improve Handling Outages

Appendix B: Survey Questionnaire

United States Department of the Interior
BUREAU OF LAND MANAGEMENT

Survey of Employees' Capability and Motivation to Provide Customer Service

In an effort to improve customer service, BLM is asking its employees to answer a series of questions about how various aspects of your job affect your capability and motivation to provide superior service. This questionnaire should take approximately twenty minutes to complete. For the scaled questions, please indicate your rating by circling the number from 1 to 7, where 1 means "Needs Major Improvement" and 7 means "Excellent." If you need more space for the write-in questions, please use additional sheets. Please fold this questionnaire as a pre-addressed self-mailer and send it to Howard University, which is helping BLM administer the survey. Please answer all questions about which you have an opinion.

CAPABILITY TO PROVIDE SUPERIOR SERVICE

Below are four arenas that BLM employees have identified as affecting their *capability* to provide superior service to customers. Please rate your level of satisfaction with BLM's performance for each area about which you have an opinion.

1. **Support Systems and Services.** How well does BLM perform in terms of providing you with the support systems and services that you need to do your job?

			Needs Major Improvement						Excellent
8	a.	Providing sufficient computer systems for staff.	1	2	3	4	5	6	7
11	b.	Providing a suitable phone and message system.	1	2	3	4	5	6	7
13	c.	Providing a workable fax system.	1	2	3	4	5	6	7
12	d.	Providing a sufficient photocopying system.	1	2	3	4	5	6	7
5	e.	Investing in needed information and communication technology.	1	2	3	4	5	6	7
7	f.	Producing enough printed information to address the public's questions.	1	2	3	4	5	6	7
6	g.	Producing up-to-date printed information.	1	2	3	4	5	6	7
10	h.	Providing sufficient access to specialists when I have questions.	1	2	3	4	5	6	7
3	i.	Channeling available resources to help me perform my job.	1	2	3	4	5	6	7
9	j.	Providing enough brochures and pamphlets to meet the demand.	1	2	3	4	5	6	7
4	k.	Having sufficient computer systems for the public.	1	2	3	4	5	6	7
2	l.	Providing sufficient guidance for the public on how to use BLM's services.	1	2	3	4	5	6	7
1	m.	Implementing consistent IRM support and practices.	1	2	3	4	5	6	7
	n.	Everything considered, how do you rate BLM's support systems and services?	1	2	3	4	5	6	7

What suggestions do you have for improving BLM's support systems and services?

_____

_____

_____

_____

2. **Skills and Knowledge to Do My Job.** How well does BLM help you obtain the necessary skills and knowledge?

			Needs Major Improvement						Excellent
5 6	a.	Giving me sufficient technical knowledge of programs in my area.	1	2	3	4	5	6	7
2	b.	Giving me sufficient knowledge of related (non-BLM) federal programs.	1	2	3	4	5	6	7
1 5	c.	Giving me sufficient technical knowledge of programs not in my area.	1	2	3	4	5	6	7
6	d.	Giving me sufficient general knowledge of BLM programs and organization.	1	2	3	4	5	6	7
7	e.	Giving me sufficient knowledge of BLM policies and regulations.	1	2	3	4	5	6	7
8	f.	Giving me sufficient knowledge of BLM land for which I'm responsible.	1	2	3	4	5	6	7

		Needs Major Improvement						Excellent

(handwritten) 4 g. Giving me sufficient knowledge of how to order pamphlets and brochures.   1   2   3   4   5   6   7

(handwritten) 3 h. Helping me have the ability to meet and deal with customers.   1   2   3   4   5   6   7

        i. Everything considered, how do you rate BLM's maintenance of your skills and knowledge?   1   2   3   4   5   6   7

What suggestions do you have for improving BLM's maintenance of your skills and knowledge?

_____

_____

3. **BLM's Management of the Regulatory Process.** How well does BLM manage the regulatory process?

	Needs Major Improvement						Excellent

(handwritten) 7 a. Having enforceable regulations.   1   2   3   4   5   6   7

(handwritten) 2 b. Interpreting regulations consistently among agencies.   1   2   3   4   5   6   7

(handwritten) 3 c. Interpreting regulations consistently among BLM offices.   1   2   3   4   5   6   7

(handwritten) 4 d. Updating directives promptly.   1   2   3   4   5   6   7

(handwritten) 5 e. Providing a rationale for policies and decisions.   1   2   3   4   5   6   7

(handwritten) 6 f. Keeping regulations to a minimum.   1   2   3   4   5   6   7

(handwritten) 1 g. Supporting the enforcement of existing regulations.   1   2   3   4   5   6   7

        h. Everything considered, how well does BLM manage the regulatory process?   1   2   3   4   5   6   7

What suggestions do you have for improving BLM's management of the regulatory process?

_____

_____

4. **Management Practices and Policies.** Please rate BLM's management practices and policies according to the following criteria.

	Needs Major Improvement						Excellent

(handwritten) 9 a. Employing adequate staffing to do the work.   1   2   3   4   5   6   7

(handwritten) 2 b. Allocating funding consistent with the work load.   1   2   3   4   5   6   7

(handwritten) 4 c. Using efficient and effective work load processes.   1   2   3   4   5   6   7

(handwritten) 1 d. Providing sufficient backup capacity when needed.   1   2   3   4   5   6   7

(handwritten) 7 e. Setting priorities effectively.   1   2   3   4   5   6   7

(handwritten) 3 f. Keeping work loads manageable.   1   2   3   4   5   6   7

(handwritten) 12 g. Delegating sufficient authority from Washington to the field.   1   2   3   4   5   6   7

(handwritten) 5 h. Avoiding unnecessary paperwork.   1   2   3   4   5   6   7

(handwritten) 6 i. Maintaining an efficient organizational structure.   1   2   3   4   5   6   7

(handwritten) 11 j. Getting internal information to me in a timely manner.   1   2   3   4   5   6   7

(handwritten) 8 k. Providing enough resources to field employees.   1   2   3   4   5   6   7

(handwritten) 10 l. Selecting the best people for public contact positions.   1   2   3   4   5   6   7

(handwritten) 9 m. Selecting the best people for management positions.   1   2   3   4   5   6   7

(handwritten) 13 n. Giving me sufficient delegation within my immediate organization.   1   2   3   4   5   6   7

(handwritten) 14 o. Pricing BLM brochures and maps consistently among offices.   1   2   3   4   5   6   7

        p. Everything considered, how do you rate the overall effectiveness of BLM's management practices and policies?   1   2   3   4   5   6   7

What suggestions do you have for improving BLM's management practices and policies?

_____

_____

_____

5. Considering all the factors listed above (support systems and services, skills and knowledge to do my job, BLM's management of the regulatory process, and management practices and policies), to what extent does BLM, as it is currently organized and managed, support your overall *capability* to provide superior service to customers?

Needs Major Improvement   Excellent

1	2	3	4	5	6	7

6. If you could make one change that would improve your *capability* to provide superior service to clients, what would that be?

_____

_____

_____

MOTIVATION TO PROVIDE SUPERIOR SERVICE

Below are four arenas that BLM employees have identified as being important to their *motivation* to provide superior service to customers. Please rate your level of satisfaction with BLM's performance for each question about which you have an opinion.

7. Rewards and Recognition. How well does BLM perform in terms of providing rewards and recognition of your work?

Needs Major Improvement   Excellent

2	a.	Maintaining an equitable reward system among offices.	1	2	3	4	5	6	7
5	b.	Providing customer feedback on my performance.	1	2	3	4	5	6	7
6	c.	Providing supervisory feedback on my performance.	1	2	3	4	5	6	7
3	d.	Recognizing and rewarding initiative.	1	2	3	4	5	6	7
4	e.	Making me feel appreciated for the work I do.	1	2	3	4	5	6	7
1	f.	Disciplining underperformers.	1	2	3	4	5	6	7
	g.	Everything considered, how do you rate BLM's rewards and recognition?	1	2	3	4	5	6	7

What suggestions do you have for improving BLM's rewards and recognition of employees?

_____

_____

_____

8. Job Satisfaction. How well does BLM do in helping you feel satisfied with your job?

Needs Major Improvement   Excellent

2	a.	Using an equitable pay system (based on the level of work performed).	1	2	3	4	5	6	7
9	b.	Providing a sufficient variety of duties.	1	2	3	4	5	6	7
10	c.	Giving me challenging work.	1	2	3	4	5	6	7
5	d.	Giving me the opportunity to learn and grow.	1	2	3	4	5	6	7
7	e.	Letting me implement changes in how my work gets done.	1	2	3	4	5	6	7
3	f.	Helping me see the results of my work.	1	2	3	4	5	6	7
4	g.	Supervisors making good use of my skills and abilities.	1	2	3	4	5	6	7
8	h.	Empowering me to serve customers on the spot.	1	2	3	4	5	6	7
1	i.	Providing sufficient advancement opportunities for me.	1	2	3	4	5	6	7
6	j.	Allowing me adequate time to learn the technical aspects of my job.	1	2	3	4	5	6	7
	k.	Everything considered, how do you rate your job satisfaction?	1	2	3	4	5	6	7

(OVER)

What suggestions do you have for improving your job satisfaction?

_____

_____

_____

9. **Leadership.** Please rate the effectiveness of BLM's leadership according to the following criteria.

		Needs Major Improvement						Excellent
_5_	a. Providing a consistent set of goals and vision for the agency.	1	2	3	4	5	6	7
_10_	b. Emphasizing teamwork.	1	2	3	4	5	6	7
_7_	c. Acting with honesty and integrity.	1	2	3	4	5	6	7
_4_	d. Supporting risk-taking and innovation.	1	2	3	4	5	6	7
_2_	e. Resolving policy issues effectively and in a timely manner.	1	2	3	4	5	6	7
_8_	f. Trusting employees to do a good job.	1	2	3	4	5	6	7
_6_	g. Emphasizing accountability.	1	2	3	4	5	6	7
_9_	h. Treating customer service as an important priority.	1	2	3	4	5	6	7
_1_	i. Taking action on issues (versus just talking about them).	1	2	3	4	5	6	7
_3_	j. Promoting BLM , its employees, and its mission to the public.	1	2	3	4	5	6	7
	k. Everything considered, how effective is BLM's leadership?	1	2	3	4	5	6	7

What suggestions do you have for improving BLM's leadership?

_____

_____

_____

_____

10. **Communication and Coordination.** How effective is BLM's communication and coordination among its different levels of organization?

		Needs Major Improvement						Excellent
_3_	a. Maintaining communication and coordination between Washington and the field.	1	2	3	4	5	6	7
_7_	b. Maintaining communication and coordination between offices at the field level.	1	2	3	4	5	6	7
_4_	c. Maintaining communication, support, and coordination between governmental agencies.	1	2	3	4	5	6	7
_6_	d. Maintaining communication and coordination between specialists and public contact representatives.	1	2	3	4	5	6	7
_5_	e. Providing support from management to public contact representatives.	1	2	3	4	5	6	7
_2_	f. Understanding the problems at my level.	1	2	3	4	5	6	7
_1_	g. Employing open and honest communication across the board.	1	2	3	4	5	6	7
	h. Everything considered, how do you rate BLM's communication and coordination?	1	2	3	4	5	6	7

What suggestions do you have for improving BLM's communication and coordination?

_____

_____

_____

11. Considering all the factors listed above (rewards and recognition, job satisfaction, leadership, and communication and coordination), to what extent does BLM, as it is currently organized and managed, support your overall *motivation* to provide superior service to customers?

Needs Major Improvement   Excellent

1	2	3	4	5	6	7

12. If you could make one change that would improve your *motivation* to provide superior service to customers, what would that be?

_____

_____

_____

_____

13. In what city and state do you work? _____

14. Do you work in a ☐ state office , ☐ district office, ☐ or resource area?

15. How often do you come in contact with external customers?

☐ Every day   ☐ 2-3 times per week

☐ Once a week   ☐ Every other week

☐ Once a month   ☐ Other_____

Thank you for your help!

After folding it as a self-mailer, please return the completed questionnaire to:

Al Koroma; Department of Mathematics; Howard University; 2400 6th Street NW; Washington, DC 20059.

ESTIMATED BURDEN STATEMENT

The reporting burden for this form is estimated to average twenty minutes, including the time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding the burden estimate or any other aspect of this form to the Bureau of Information Collection Clearance Officer, Bureau of Land Management, 1849 C Street NW, Washington, DC 20240; and the Office of Management and Budget, Paperwork Reduction Act, OMB No. 1004-0172, Washington, DC 20503, (202)395-7340.

PAPERWORK REDUCTION ACT STATEMENT

This information is being collected to provide information to the Bureau of Land Management regarding employees' capability and motivation to provide superior customer service and will be used to evaluate and improve these services to members of the public. Response to this request is voluntary. No action may be taken against you for refusing to supply the information requested. No Privacy Act Information is being collected.

Appendix C: Survey Tabulations

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

Needs Major Improvement . . . . Excellent

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean

CAPABILITY TO PROVIDE SUPERIOR SERVICE

Support Systems and Services

Providing sufficient computer systems for staff.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	108	161	213	291	394	343	197	1707	4.48
Count Percent	6.3%	9.4%	12.5%	17.0%	23.1%	20.1%	11.5%	100%	

Providing a suitable phone and message system.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	93	127	177	283	375	453	220	1728	4.71
Count Percent	5.4%	7.3%	10.2%	16.4%	21.7%	26.2%	12.7%	100%	

Providing a workable fax system.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	32	61	94	250	409	550	332	1728	5.27
Count Percent	1.9%	3.5%	5.4%	14.5%	23.7%	31.8%	19.2%	100%	

Providing a sufficient photocopying system.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	74	101	188	275	386	459	244	1727	4.82
Count Percent	4.3%	5.8%	10.9%	15.9%	22.4%	26.6%	14.1%	100%	

Investing in needed information and communication technology.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	95	171	283	398	409	277	94	1727	4.83
Count Percent	4.3%	5.9%	10.9%	15.9%	22.4%	26.6%	14.1%	100%	

Producing enough printed information to address the public's questions.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	75	166	247	415	425	309	89	1726	4.19
Count Percent	5.5%	9.9%	16.4%	23.0%	23.7%	16.0%	5.4%	100%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

	Needs Major Improvement . . . . Excellent								
	1.0	**2.0**	**3.0**	**4.0**	**5.0**	**6.0**	**7.0**	**Total**	**Mean**
Producing up-to-date printed information.									
Count	103	201	337	419	381	229	56	1726	3.98
Count Percent	6.0%	11.6%	19.5%	24.3%	22.1%	13.3%	3.2%	100%	
Providing sufficient access to specialists when I have questions.									
Count	71	128	198	353	447	401	127	1725	4.56
Count Percent	4.1%	7.4%	11.5%	20.5%	25.9%	23.2%	7.4%	100%	
Channeling available resources to help me perform my job.									
Count	127	196	300	413	372	237	46	1691	3.95
Count Percent	7.5%	11.6%	17.7%	24.4%	22.0%	14.0%	2.7%	100%	
Providing enough brochures and pamphlets to meet the demand.									
Count	104	138	207	392	400	352	115	1708	4.38
Count Percent	6.1%	8.1%	12.1%	23.0%	23.4%	20.6%	6.7%	100%	
Having sufficient computer systems for the public.									
Count	249	239	259	415	281	204	66	1713	3.65
Count Percent	14.5%	14.0%	15.1%	24.2%	16.4%	11.9%	3.9%	100%	
Providing sufficient guidance for the public on how to use BLM's services.									
Count	153	230	366	432	306	181	48	1716	3.72
Count Percent	8.9%	13.4%	21.3%	25.2%	17.8%	10.5%	2.8%	100%	
Implementing consistent IRM support and practices.									
Count	164	232	308	457	333	174	54	1722	3.76
Count Percent	9.5%	13.5%	17.9%	26.5%	19.3%	10.1%	3.1%	100%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

Needs Major Improvement . . . . Excellent

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean

Everything considered, how do you rate BLM's support systems and services?

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	47	142	304	479	490	220	44	1726	4.19
Count Percent	2.7%	8.2%	17.6%	27.8%	28.4%	12.7%	2.5%	100.0%	

Skills and Knowledge to Do My Job

Giving me sufficient technical knowledge of programs in my area.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	84	149	255	359	419	365	81	1712	4.34
Count Percent	4.9%	8.7%	14.9%	21.0%	24.5%	21.3%	4.7%	99.2%	

Giving me sufficient knowledge of related (non-BLM) federal programs.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	167	284	430	403	282	118	35	1719	3.49
Count Percent	9.7%	16.5%	25.0%	23.4%	16.4%	6.9%	2.0%	100.0%	

Giving me sufficient technical knowledge of programs not in my area.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	191	294	435	431	238	110	19	1718	3.37
Count Percent	11.1%	17.1%	25.3%	25.1%	13.9%	6.4%	1.1%	100.0%	

Giving me sufficient general knowledge of BLM programs and organization.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	57	144	280	454	446	272	67	1720	4.26
Count Percent	3.3%	8.4%	16.3%	26.4%	25.9%	15.8%	3.9%	100.0%	

Giving me sufficient knowledge of BLM policies and regulations.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	48	117	209	389	487	378	94	1722	4.54
Count Percent	2.8%	6.8%	12.1%	22.6%	28.3%	22.0%	5.5%	100.0%	

Giving me sufficient knowledge of BLM land for which I am responsible.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	63	120	176	348	408	455	153	1723	4.68
Count Percent	3.7%	7.0%	10.2%	20.2%	23.7%	26.4%	8.9%	100.0%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

	Needs Major Improvement . . . . Excellent								
	1.0	**2.0**	**3.0**	**4.0**	**5.0**	**6.0**	**7.0**	**Total**	**Mean**

Giving me sufficient knowledge of how to order pamphlets and brochures.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	173	250	343	408	292	197	59	1722	3.71
Count Percent	10.0%	14.5%	19.9%	23.7%	17.0%	11.4%	3.4%	100.0%	

Helping me have the ability to meet and deal with customers.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	87	159	280	429	409	285	74	1723	4.20
Count Percent	5.0%	9.2%	16.3%	24.9%	23.7%	16.5%	4.3%	100.0%	

Everything considered, how do you rate BLM's maintenance of your skills and knowledge.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	77	196	310	441	420	240	41	1725	4.05
Count Percent	4.5%	11.4%	18.0%	25.6%	24.3%	13.9%	2.4%	100.0%	

BLM's Management of the Regulatory Process

Having enforceable regulations.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	170	207	318	433	361	165	34	1688	3.73
Count Percent	10.1%	12.3%	18.8%	25.7%	21.4%	9.8%	2.0%	100.0%	

Interpreting regulations consistently among agencies.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	170	207	318	433	361	165	34	1688	3.73
Count Percent	10.1%	12.3%	18.8%	25.7%	21.4%	9.8%	2.0%	100.0%	

Interpreting regulations consistently among offices.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	243	285	421	402	233	92	22	1698	3.27
Count Percent	14.3%	16.8%	24.8%	23.7%	13.7%	5.4%	1.3%	100.0%	

Updating directives promptly.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	218	286	411	410	248	105	21	1699	3.34
Count Percent	12.8%	16.8%	24.2%	24.1%	14.6%	6.2%	1.2%	100.0%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

Needs Major Improvement . . . . Excellent

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Providing a rationale for policies and decisions.									
Count	272	313	375	358	260	102	22	1702	3.24
Count Percent	16.0%	18.4%	22.0%	21.0%	15.3%	6.0%	1.3%	100.0%	
Keeping regulations to a minimum.									
Count	318	334	376	368	204	82	22	1704	3.08
Count Percent	18.7%	19.6%	22.1%	21.6%	12.0%	4.8%	1.3%	100.0%	
Supporting the enforcement of existing regulations.									
Count	337	337	352	317	225	111	28	1707	3.12
Count Percent	19.7%	19.7%	20.6%	18.6%	13.2%	6.5%	1.6%	100.0%	
Everything considered, how well does BLM manage the regulatory process?									
Count	172	309	480	407	237	81	19	1705	3.32
Count Percent	10.1%	18.1%	28.2%	23.9%	13.9%	4.8%	1.1%	100.0%	

Management Practices and Policies

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Employing adequate staffing to do the work.									
Count	448	355	413	263	134	78	14	1705	2.75
Count Percent	26.3%	20.8%	24.2%	15.4%	7.9%	4.6%	0.8%	100.0%	
Allocating funding consistent with the work load.									
Count	482	435	404	244	106	44	6	1721	2.54
Count Percent	28.0%	25.3%	23.5%	14.2%	6.2%	2.6%	0.3%	100.0%	
Using efficient and effective work load processes.									
Count	315	372	428	371	173	48	11	1718	2.94
Count Percent	18.3%	21.7%	24.9%	21.6%	10.1%	2.8%	0.6%	100.0%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

	Needs Major Improvement . . . . Excellent								
	1.0	**2.0**	**3.0**	**4.0**	**5.0**	**6.0**	**7.0**	**Total**	**Mean**
Providing sufficient backup capacity when needed.									
Count	385	407	422	303	139	53	9	1718	2.77
Count Percent	22.4%	23.7%	24.6%	17.6%	8.1%	3.1%	0.5%	100.0%	
Setting priorities effectively.									
Count	375	304	398	346	209	73	16	1721	3.00
Count Percent	21.8%	17.7%	23.1%	20.1%	12.1%	4.2%	0.9%	100.0%	
Keeping work loads manageable.									
Count	400	360	408	324	160	60	10	1722	2.83
Count Percent	23.2%	20.9%	23.7%	18.8%	9.3%	3.5%	0.6%	100.0%	
Delegating sufficient authority from Washington to the field.									
Count	306	293	338	375	244	137	29	1722	3.28
Count Percent	17.8%	17.0%	19.6%	21.8%	14.2%	8.0%	1.7%	100.0%	
Avoiding unnecessary paperwork.									
Count	523	377	406	241	129	38	9	1723	2.55
Count Percent	30.4%	21.9%	23.6%	14.0%	7.5%	2.2%	0.5%	100.0%	
Maintaining an efficient organizational structure.									
Count	422	336	397	311	165	77	12	1720	2.85
Count Percent	24.5%	19.5%	23.1%	18.1%	9.6%	4.5%	0.7%	100.0%	
Getting internal information to me in a timely manner.									
Count	278	294	342	403	249	116	37	1719	3.32
Count Percent	16.2%	17.1%	19.9%	23.4%	14.5%	6.7%	2.2%	100.0%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

	Needs Major Improvement . . . . Excellent								
	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Providing enough resources to field employees.									
Count	403	309	354	347	197	94	19	1723	2.99
Count Percent	23.4%	17.9%	20.5%	20.1%	11.4%	5.5%	1.1%	100.0%	
Selecting the best people for public contact positions.									
Count	351	241	322	351	279	151	29	1724	3.31
Count Percent	20.4%	14.0%	18.7%	20.4%	16.2%	8.8%	1.7%	100.0%	
Selecting the best people for management positions.									
Count	441	308	308	334	217	95	19	1722	2.96
Count Percent	25.6%	17.9%	17.9%	19.4%	12.6%	5.5%	1.1%	100.0%	
Giving me sufficient delegation within my immediate organization.									
Count	191	211	268	386	354	261	54	1725	3.87
Count Percent	11.1%	12.2%	15.5%	22.4%	20.5%	15.1%	3.1%	100.0%	
Pricing BLM brochures and maps consistently among offices.									
Count	125	134	192	512	364	317	81	1725	4.24
Count Percent	7.2%	7.8%	11.1%	29.7%	21.1%	18.4%	4.7%	100.0%	
Everything considered, how do you rate the overall effectiveness of BLM's management practices and policies?									
Count	248	345	479	393	190	57	13	1725	3.09
Count Percent	14.4%	20.0%	27.8%	22.8%	11.0%	3.3%	0.8%	100.0%	

Overall

Considering all the factors listed above, to what extent does BLM, as it is currently organized and managed, support your overall capability to provide superior service to customers?

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	86	229	437	464	324	110	14	1664	3.66
Count Percent	5.2%	13.8%	26.3%	27.9%	19.5%	6.6%	0.8%	100.0%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

	Needs Major Improvement						Excellent		
	1.0	**2.0**	**3.0**	**4.0**	**5.0**	**6.0**	**7.0**	**Total**	**Mean**

Rewards and Recognition

Maintaining an equitable reward system among offices.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	369	317	333	297	216	101	26	1659	3.05
Count Percent	22.2%	19.1%	20.1%	17.9%	13.0%	6.1%	1.6%	100.0%	

Providing customer feedback on my performance.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	309	332	375	377	198	69	14	1674	3.05
Count Percent	18.5%	19.8%	22.4%	22.5%	11.8%	4.1%	0.8%	100.0%	

Providing supervisory feedback on my performance.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	177	202	281	381	334	252	53	1680	3.87
Count Percent	10.5%	12.0%	16.7%	22.7%	19.9%	15.0%	3.2%	100.0%	

Recognizing and rewarding initiative.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	345	262	308	313	232	179	42	1681	3.32
Count Percent	20.5%	15.6%	18.3%	18.6%	13.8%	10.6%	2.5%	100.0%	

Making me feel appreciated for the work I do.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	321	280	268	314	248	191	61	1683	3.42
Count Percent	19.1%	16.6%	15.9%	18.7%	14.7%	11.3%	3.6%	100.0%	

Disciplining underperformers.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	790	352	227	206	65	30	14	1684	2.14
Count Percent	46.9%	20.9%	13.5%	12.2%	3.9%	1.8%	0.8%	100.0%	

Everything considered, how do you rate BLM's rewards and recognition?

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	309	300	383	382	210	85	16	1685	3.12
Count Percent	18.3%	17.8%	22.7%	22.7%	12.5%	5.0%	0.9%	100.0%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

	Needs Major Improvement .... Excellent								
	1.0	**2.0**	**3.0**	**4.0**	**5.0**	**6.0**	**7.0**	**Total**	**Mean**

Job Satisfaction

Using an equitable pay system (based on the level of work performed).

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	233	233	317	363	301	188	39	1674	3.59
Count Percent	13.9%	13.9%	18.9%	21.7%	18.0%	11.2%	2.3%	100.0%	

Providing a sufficient variety of duties.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	41	85	133	351	420	457	195	1682	4.89
Count Percent	2.4%	5.1%	7.9%	20.9%	25.0%	27.2%	11.6%	100.0%	

Giving me challenging work.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	66	65	114	287	393	508	248	1681	5.02
Count Percent	3.9%	3.9%	6.8%	17.1%	23.4%	30.2%	14.8%	100.0%	

Giving me the opportunity to learn and grow.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	130	150	210	302	381	364	144	1681	4.38
Count Percent	7.7%	8.9%	12.5%	18.0%	22.7%	21.7%	8.6%	100.0%	

Letting me implement changes in how my work gets done.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	117	119	165	294	441	405	143	1684	4.55
Count Percent	6.9%	7.1%	9.8%	17.5%	26.2%	24.0%	8.5%	100.0%	

Helping me see the results of my work.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	104	144	208	437	397	305	86	1681	4.27
Count Percent	6.2%	8.6%	12.4%	26.0%	23.6%	18.1%	5.1%	100.0%	

Supervisors making good use of my skills and abilities.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	179	168	201	318	369	338	108	1681	4.18
Count Percent	10.6%	10.0%	12.0%	18.9%	22.0%	20.1%	6.4%	100.0%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

Needs Major Improvement . . . . Excellent

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Empowering me to serve customers on the spot.									
Count	124	145	184	323	363	409	135	1683	4.44
Count Percent	7.4%	8.6%	10.9%	19.2%	21.6%	24.3%	8.0%	100.0%	
Providing sufficient advancement opportunities for me.									
Count	394	265	267	301	224	168	64	1683	3.27
Count Percent	23.4%	15.7%	15.9%	17.9%	13.3%	10.0%	3.8%	100.0%	
Allowing me adequate time to learn the technical aspects of my job.									
Count	143	172	227	380	369	314	79	1684	4.14
Count Percent	8.5%	10.2%	13.5%	22.6%	21.9%	18.6%	4.7%	100.0%	
Everything considered, how do you rate your job satisfaction?									
Count	97	138	208	368	449	343	78	1681	4.35
Count Percent	5.8%	8.2%	12.4%	21.9%	26.7%	20.4%	4.6%	100.0%	

Leadership

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Providing a consistent set of goals and vision for the agency.									
Count	272	262	338	349	272	138	30	1661	3.37
Count Percent	16.4%	15.8%	20.3%	21.0%	16.4%	8.3%	1.8%	100.0%	
Emphasizing teamwork.									
Count	142	166	238	346	420	278	84	1674	4.14
Count Percent	8.5%	9.9%	14.2%	20.7%	25.1%	16.6%	5.0%	100.1%	
Acting with honesty and integrity.									
Count	262	263	257	361	285	174	71	1673	3.57
Count Percent	15.7%	15.7%	15.3%	21.6%	17.0%	10.4%	4.2%	99.9%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

Needs Major Improvement . . . . Excellent

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Supporting risk-taking and innovation.									
Count	266	249	339	353	279	164	25	1675	3.43
Count Percent	15.9%	14.9%	20.3%	21.1%	16.7%	9.8%	1.5%	100.1%	
Resolving policy issues effectively and in a timely manner.									
Count	288	326	344	347	235	114	20	1674	3.20
Count Percent	17.2%	19.5%	20.5%	20.7%	14.0%	6.8%	1.2%	100.0%	
Trusting employees to do a good job.									
Count	227	171	267	334	353	258	64	1674	3.86
Count Percent	13.6%	10.2%	15.9%	19.9%	21.1%	15.4%	3.8%	99.9%	
Emphasizing Accountability									
Count	306	209	282	377	264	179	57	1674	3.51
Count Percent	18.3%	12.5%	16.9%	22.5%	15.8%	10.7%	3.4%	100.1%	
Treating customer service as an important priority.									
Count	167	198	227	376	309	292	105	1674	4.05
Count Percent	10.0%	11.8%	13.6%	22.5%	18.5%	17.4%	6.3%	100.0%	
Taking action on issues (versus just talking about them).									
Count	325	319	346	349	189	120	27	1675	3.13
Count Percent	19.4%	19.1%	20.7%	20.8%	11.3%	7.2%	1.6%	100.1%	
Promoting BLM, its employees, and its mission to the public.									
Count	249	263	330	381	246	156	51	1676	3.47
Count Percent	14.9%	15.7%	19.7%	22.7%	14.7%	9.3%	3.0%	100.0%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

Needs Major Improvement . . . . Excellent

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Everything considered, how effective is BLM's leadership?									
Count	204	253	366	442	255	132	24	1676	3.47
Count Percent	12.2%	15.1%	21.8%	26.4%	15.2%	7.9%	1.4%	100.0%	

Communication and Coordination

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Maintaining communication and coordination between Washington and the field.									
Count	209	290	402	434	208	79	15	1637	3.27
Count Percent	12.8%	17.7%	24.6%	26.5%	12.7%	4.8%	0.9%	100.0%	
Maintaining communication and coordination between offices at the field level.									
Count	123	253	382	455	311	120	19	1663	3.61
Count Percent	7.4%	15.2%	23.0%	27.4%	18.7%	7.2%	1.1%	100.0%	
Maintaining communication, support, and coordination between governments agencies.									
Count	150	250	418	482	257	100	12	1669	3.48
Count Percent	9.0%	15.0%	25.0%	28.9%	15.4%	6.0%	0.7%	100.0%	
Maintaining communication and coordination between specialists and public contact representatives.									
Count	127	224	358	505	301	142	16	1673	3.67
Count Percent	7.6%	13.4%	21.4%	30.2%	18.0%	8.5%	1.0%	100.0%	
Providing support from management to public contact representatives.									
Count	142	224	336	516	306	128	19	1671	3.65
Count Percent	8.5%	13.4%	20.1%	30.9%	18.3%	7.7%	1.1%	100.0%	
Understanding the problems at my level.									
Count	250	290	362	418	244	96	15	1675	3.28
Count Percent	14.9%	17.3%	21.6%	25.0%	14.6%	5.7%	0.9%	100.0%	

Survey Results for BLM's *Employees' Capability and Motivation to Provide Customer Service*
(Number of Surveys Returned = 1732)

	Needs Major Improvement						Excellent		
	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean

Employing open and honest communication across the board.

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	268	281	373	396	227	108	24	1677	3.27
Count Percent	16.0%	16.8%	22.2%	23.6%	13.5%	6.4%	1.4%	100.0%	

Everything considered, how do you rate BLM's communication and coordination?

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	124	249	433	542	248	73	8	1677	3.47
Count Percent	7.4%	14.8%	25.8%	32.3%	14.8%	4.4%	0.5%	100.0%	

Overall

Considering all the factors listed above, to what extent does BLM, as it is currently organized and managed, support your overall motivation to provide superior service to customers?

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	Total	Mean
Count	123	241	397	434	303	147	27	1672	3.66
Count Percent	7.4%	14.4%	23.7%	26.0%	18.1%	8.8%	1.6%	100.0%	